



DUDLEY KNOX LIBRARY  
NAVAL POSTGRADUATE SCHOOL  
MONTEREY CALIFORNIA 93943-5002

















# NAVAL POSTGRADUATE SCHOOL

## Monterey, California



# THESIS

EVALUATION OF NAVAL RESERVE  
PERSONNEL RECORDS: AN ANALYSIS OF  
PROBLEM AREAS

by

Dana J. Nielsen

June 1986

Thesis Advisor:

Kenneth Coffey

Approved for public release; distribution is unlimited.

T232205



## REPORT DOCUMENTATION PAGE

1a. REPORT SECURITY CLASSIFICATION UNCLASSIFIED			1b. RESTRICTIVE MARKINGS			
2a. SECURITY CLASSIFICATION AUTHORITY			3. DISTRIBUTION / AVAILABILITY OF REPORT Approved for public release; distribution is unlimited.			
5. DECLASSIFICATION / DOWNGRADING SCHEDULE			5. MONITORING ORGANIZATION REPORT NUMBER(S)			
PERFORMING ORGANIZATION REPORT NUMBER(S)						
6a. NAME OF PERFORMING ORGANIZATION Naval Postgraduate School		6b. OFFICE SYMBOL (If applicable) Code 54		7a. NAME OF MONITORING ORGANIZATION Naval Postgraduate School		
ADDRESS (City, State, and ZIP Code) Monterey, California 93943-5000		7b. ADDRESS (City, State, and ZIP Code) Monterey, California 93943-5000				
8a. NAME OF FUNDING / SPONSORING ORGANIZATION		8b. OFFICE SYMBOL (If applicable)		9. PROCUREMENT INSTRUMENT IDENTIFICATION NUMBER		
ADDRESS (City, State, and ZIP Code)		10. SOURCE OF FUNDING NUMBERS				
		PROGRAM ELEMENT NO.		PROJECT NO.	TASK NO.	
					WORK UNIT ACCESSION NO.	
11. TITLE (Include Security Classification) : EVALUATION OF NAVAL RESERVE PERSONNEL RECORDS: AN ANALYSIS OF PROBLEM AREAS						
12. PERSONAL AUTHOR(S) Nielsen, Dana J.						
13a. TYPE OF REPORT Master's Thesis		13b. TIME COVERED FROM _____ TO _____		14. DATE OF REPORT (Year, Month, Day) 1986 June	15. PAGE COUNT 131	
16. SUPPLEMENTARY NOTATION						
COSATI CODES			18. SUBJECT TERMS (Continue on reverse if necessary and identify by block number)			
FIELD	GROUP	SUB-GROUP	Naval Reserve, Service Records, PERSUPP DET, PASS, Survey, Record keeping, Questionnaire			
19. ABSTRACT (Continue on reverse if necessary and identify by block number) The objective of this study was to determine (1) the accuracy of service records of Naval Reserve personnel, (2) if location of activity maintaining records affected the records, (3) how informed personnel were about their records, and (4) perceptions of personnel about the role of their records, and their responsibility in maintaining them. The data source was a sample of 167 records and personnel at two Naval Reserve Centers and three record keeping centers. Service records from each center were reviewed, and the results were attached to a questionnaire which was administered to appropriate members. A modified questionnaire was administered to personnel whose records had not been examined. Analysis of data led to the conclusions that (1) there were systematic errors in officers' records, but not in enlisted records, (2) the location of the record keeping did not affect enlisted records, but did seem to affect officers' records, (3) a majority of the personnel were well informed about their records, (4) perceptions held by personnel about their service records are consistent with Navy policy.						
20. DISTRIBUTION / AVAILABILITY OF ABSTRACT <input checked="" type="checkbox"/> UNCLASSIFIED/UNLIMITED <input type="checkbox"/> SAME AS RPT <input type="checkbox"/> DTIC USERS			21. ABSTRACT SECURITY CLASSIFICATION UNCLASSIFIED			
22a. NAME OF RESPONSIBLE INDIVIDUAL Kenneth Coffey			22b. TELEPHONE (Include Area Code) (408) 646-3302		22c. OFFICE SYMBOL 54Cu	

Approved for public release; distribution is unlimited.

Evaluation of Naval Reserve Personnel Records:  
An Analysis of Problem Areas

by

Dana J. Nielsen  
Lieutenant Commander, United States Navy  
B.A. University of Wisconsin at Whitewater, 1972

Submitted in partial fulfillment of the  
requirements for the degree of

MASTER OF SCIENCE IN MANAGEMENT

from the

NAVAL POSTGRADUATE SCHOOL  
June 1986



## ABSTRACT

The objective of this study was to determine (1) the accuracy of service records of Naval Reserve personnel, (2) if location of activity maintaining records affected the records, (3) how informed personnel were about their records, (4) perceptions of personnel about the role of their records, and their responsibility in maintaining them. The data source was a sample of 167 records and personnel at two Naval Reserve Centers and three record keeping centers. Service Records from each center were reviewed, and the results were attached to a questionnaire which was administered to appropriate members. A modified questionnaire was administered to personnel whose records had not been examined. Analysis of data led to the conclusions that (1) there were systematic errors in officers' records, but not in enlisted records, (2) the location of the record keeping did not affect enlisted records, but did seem to affect officer's records, (3) a majority of the personnel were well informed about their records, (4) perceptions held by personnel about their service records are consistent with Navy policy.

## TABLE OF CONTENTS

I.	INTRODUCTION.....	8
	A. PROBLEM.....	8
	B. PURPOSE.....	11
II.	NAVAL RESERVE PERSONNEL RECORD MANAGEMENT.	13
	A. GOVERNANCE.....	13
	B. COMPOSITION OF NAVAL RESERVE SERVICE RECORDS.....	21
III.	METHODOLOGY.....	24
	A. PROCEDURE.....	24
	B. LITERATURE REVIEW.....	24
	C. RECORD REVIEW.....	25
	D. THE QUESTIONNAIRE.....	26
	E. SELECTION OF SAMPLE.....	28
	F. DATA ANALYSIS.....	29
IV.	OVERVIEW OF RESULTS.....	31
	A. SAMPLE POPULATION.....	31
	B. OVERVIEW OF RECORD REVIEW.....	34
	C. OVERVIEW OF QUESTIONNAIRE.....	36
	D. LIMITATIONS.....	38
V.	ANALYSIS OF RESULTS.....	40
	A. ANALYSIS OF RECORD REVIEW.....	40
	B. ANALYSIS OF QUESTIONNAIRE RESPONSES, CATEGORY I.....	45
	C. ANALYSIS OF QUESTIONNAIRE RESPONSES, CATEGORY II.....	60

D.	ANALYSIS OF QUESTIONNAIRE RESPONSES, CATEGORY III.....	78
E.	ANALYSIS OF QUESTIONNAIRE RESPONSES, CATEGORY IV.....	91
VI.	SUMMARY, CONCLUSIONS AND RECOMMENDATIONS..	103
A.	SUMMARY.....	103
B.	CONCLUSIONS AND RECOMMENDATIONS.....	107
APPENDIX A	RESERVE OFFICER QUALITY ASSURANCE FORM.....	111
APPENDIX B	RESERVE ENLISTED QUALITY ASSURANCE FORM.....	114
APPENDIX C	OFFICER REVIEW FORM.....	118
APPENDIX D	ENLISTED REVIEW FORM.....	119
APPENDIX E	QUESTIONNAIRE.....	120
APPENDIX F	MODIFIED QUESTIONNAIRE.....	125
	LIST OF REFERENCES.....	129
	INITIAL DISTRIBUTION LIST.....	130



## LIST OF FIGURES

1.	Distribution of Discrepancies in Officer Service Records.....	41
2.	Distribution of Discrepancies in Enlisted Records.....	42
3.	Comparison of Error Rate at Record Keeping Activities.....	44
4.	Distribution of Officer Responses to Question 1....	47
5.	Distribution of Enlisted Responses to Question 1...	49
6.	Distribution of Officer Responses to Question 12...	51
7.	Distribution of Enlisted Responses to Question 12..	52
8.	Distribution of Officer Responses to Question 13...	54
9.	Distribution of Enlisted Responses to Question 13..	56
10.	Distribution of Officer Responses to Question 16...	58
11.	Distribution of Enlisted Responses to Question 16..	59
12.	Distribution of Officer Responses to Question 2....	62
13.	Distribution of Enlisted Responses to Question 2...	63
14.	Distribution of Officer Responses to Question 3....	66
15.	Distribution of Enlisted Responses to Question 3...	67
16.	Distribution of Officer Responses to Question 3, modified.....	69
17.	Distribution of Enlisted Responses to Question 3, modified.....	70
18.	Distribution of Officer Responses to Question 4....	72
19.	Distribution of Enlisted Responses to Question 4...	73
20.	Distribution of Officer Responses to Question 5....	75

21.	Distribution of Enlisted Responses to Question 5...	76
22.	Distribution of Officer Responses to Question 8....	78
23.	Distribution of Enlisted Responses to Question 8... 81	
24.	Distribution of Officer Responses to Question 14... 83	
25.	Distribution of Enlisted Responses to Question 14.. 85	
26.	Distribution of Officer Responses to Question 17... 87	
27.	Distribution of Enlisted Responses to Question 17.. 88	
28.	Distribution of Officer Responses to Question 7.... 92	
29.	Distribution of Enlisted Responses to Question 7... 93	
30.	Distribution of Officer Responses to Question 9.... 95	
31.	Distribution of Enlisted Responses to Question 9... 96	
32.	Distribution of Officer Responses to Question 11... 97	
33.	Distribution of Enlisted Responses to Question 11.. 99	
34.	Distribution of Officer Responses to Question 15... 101	
35.	Distribution of Enlisted Responses to Question 15.. 102	

## I. INTRODUCTION

### A. PROBLEM

Today, the U.S. Naval Reserve Force consists of over 118,000 selected reservists who are attached to some 236 Naval Reserve Centers (NRC's) located in all fifty states, Puerto Rico, and at Department of Defense facilities in Guam, the United Kingdom, Korea, Germany, and the Canal Zone. BUPERS INSTRUCTION 5400.42F (1984, p. 1) states that the mission of this Naval Reserve Force is "...to maintain trained units and qualified personnel available for active duty in the Navy in time of war or national emergency, and such other times as national security requires."

If the mission of the Naval Reserve is to be fulfilled, a ready force of well trained and motivated selected reservists is essential. "Reservists are assigned to programs and units of the Naval Reserve consistent with their background, experiences, and training. (BUPERS INSTRUCTION .5400.42F, p. I-1-1) The "hands-on" training provided at the local level during drill weekends and Active Duty Training (ACDUTRA) ensure that selected reservists are ready to mobilize (as required by higher authority). Personal motivation is often provided by promotion, pay, and retirement benefits, and in order to ensure maximum effectiveness of these management tools, all

of the pertinent information should be maintained in accurate and accessible service records.

The system for maintaining individual service records for officers and enlisted personnel in the Naval Reserve encounters unique problems which are not found in the service record system maintained by the Active Naval Force.

A major problem for reservists is that of accessibility of their service records. Whereas service records of officer and enlisted in the Active Naval Force are usually maintained as close to the member and his/her command as possible, records for personnel attached to the 236 Reserve Centers are maintained at a variety of record keeping activities. Some centers maintain service records on site for their enlisted members. Other centers have service records of their enlisted personnel maintained at the nearest PERSONNEL SUPPORT DETACHMENT (PERSUPPDET). Naval Reserve officer records are held at various PERSUPPDETs which are not necessarily the nearest to their Naval Reserve Centers.

When service records are not maintained at the center, there can be at least three disadvantages. First, pertinent information may not always be forwarded and entered promptly. Second, it often may be inconvenient for members to travel to the PERSUPPDET to examine their records. If information is missing or incorrect, promotion, pay, and retirement may be affected. A third



possible disadvantage is that supervisors may be unable to readily review service records to determine eligibility for promotion and training. Thus, the efficiency of a unit may be below its potential.

When service records are maintained on site at the training centers, they are more accessible, but the accuracy of these records depends on the effectiveness of the personnel and office maintaining the records. In some cases, responsible personnel have no expertise in the Naval Reserve records keeping system.

A second problem which may be encountered by Naval Reservists is a lack of awareness of the role and function of their service records and their responsibilities in maintaining them. There also may be problems in validating the actual content and accuracy of their individual records. These problems are exacerbated by the fact that the reservists are on Active duty only one weekend per month and two full weeks per year. The selected reservists thus have little time to learn about their service records and to identify and correct problems in them. Often, personnel who are knowledgeable about service records are not available. Further, selected reservists may not be placing the same importance on service records as members of the Active Force because their livelihood is not dependent on these service records. Thus, some selected reservists may be ignoring or be unaware of errors and discrepancies.

## B. PURPOSE

The objective of this thesis is to answer the following questions:

1. Are there systematic errors of a critical nature in the service records of officers and enlisted personnel in the U.S Naval Reserve?
2. Does the location of the record keeping activity make a difference in the number and type of errors and omissions found in service records?
3. How informed are officers and enlisted about the inaccuracies and deficiencies in their service records?
4. What perceptions do reserve personnel have about the function and role of their service records, and their responsibilities in maintaining those records?
5. Based on the data gathered for this thesis, can any recommendations about the service records and the service records keeping system be made?

The source of data for this thesis was a sample of 167 service records and personnel at two Naval Reserve Centers. These centers were selected because one maintains enlisted service records on site and the other center maintains the enlisted service records at a designated PERSUPPDET. Officers' service records from both centers were maintained at another designated PERSUPPDET. Two research programs were used to obtain the data. The first program examined and evaluated a sample of service records from each center. The second program administered questionnaires to the personnel whose service records had been examined. The questionnaire included a description of the information and errors found on their individual service records.

Additional data was obtained by administering a modified version of the questionnaire to personnel whose service records had not been examined and evaluated.

Conclusions and recommendations are based on the analysis of the data.



## II. NAVAL RESERVE PERSONNEL RECORD MANAGEMENT

Records management is defined as the systematic control over the creation, use, maintenance, retention, protection and preservation of all types of records for the purpose of reducing costs, increasing efficiency, and servicing personnel through records handling operations. It is generally accepted that no organization can exist without adequate records. (Griffin, 1964, pp. 1-9) The Navy, as any other organization, must maintain service records with needed information which can be retrieved when necessary.

An effective records management program is one that considers filed material to be necessary information. That is, what is in the record is meeting the needs of what the record is there to do. (Griffin, 1964, p. 4)

The composition and maintenance of Naval Reserve service records is therefore determined by the regulations stated in several manuals which are issued by various Navy organizations and levels of hierarchy.

### A. GOVERNANCE

The governance of the U.S. Navy service record system and the determination of what will be maintained in the service records is determined by a multitude of organizations in the Naval hierarchy. Chief of Naval Operations; Commander, Naval Military Personnel Command;

and Commander, Naval Reserve Force together create a convoluted system of control for the service record system.

The Chief of Naval Operations (CNO) has the overall jurisdiction for managing all aspects of the Navy, including the Navy's Active and Reserve forces' service record systems. As the overall manager of the Navy, CNO acts mainly in the capacity of policy implementer and program executor. Under the Navy's hierarchical system, the Pay/Personnel Administrative Support System (PASS) Program Manager's office (OP--01B5) is responsible to the PASS Program co-sponsors for policy implementation and PASS program execution. The PASS Program Manager is the direct point of contract on all matters concerning PASS policy progress and liaison. To carry out the dual functions of policy implementation and program execution, the Program Manager will be able assigned to the staffs of both the Assistant Deputy Chief of Naval Operations (OP-01B) and the Commander, Naval Military Personnel Command, and will also have direct reporting authority and responsibility to the Deputy Comptroller of the Navy.

The Commander, Naval Military Personnel Command is responsible for the overall decisions of the maintenance of the service records--officer and enlisted, active and reserves, and is responsible for executing the PASS Program. The PASS Program Manager (NMPC-08) acts as the Commander's agent and primary implementation officer. The

Director, Navy Passenger Transportation (NMPC-07) provides advice and assistance to the PASS Program Manager on the development of policies and procedures in PASS related transportation matters.

The Pay, Travel and Disbursing Systems Department of the Navy Accounting and Finance Center (NAFC-4) provides advice and assistance to the PASS Program Manager on the development of policies and procedures in pay-related PASS matters. NAFC-4 acts as Comptroller of the Navy's representative in PASS management. Decisions impacting on pay, travel and disbursing systems or operations must be approved by NAFC-4, acting for the Comptroller of the Navy, prior to implementation in PASS field offices. NAFC-4 will interface directly with PASS field offices to provide military pay technical advice and assistance. (OPNAV INSTRUCTION 1000.23A Change 1, 1983, pp. 2-3 through 2-4)

Designated major claimants are responsible for establishment, execution and administration of the PASS program in the field. Under this requirement, Commander, Naval Reserve Force (COMNAVRESFOR) has the responsibility for and acts as the Program Manager for Personnel Support Activity/Personnel (PERSUPPAC), Personnel Support Detachment (PERSUPPDET) under COMNAVRESFOR control. His staff also conducts liaison as required with PERSUPPACT/PERSUPPDETS of other claimancies servicing Reserve activities/records. The office of the Deputy Chief



of Staff at COMNAVRESFOR administers the Selected Reserve Personnel Section in all areas of administration, personnel services, and distribution of Selected Reserve personnel to meet mobilization requirements. It has the specific task of providing guidance and technical assistance on maintenance and administration of Naval Reserve personnel records, classification, and mobilization procedures, and formulates guidance and directives on assignment, transfer, and termination of Selected Reserve personnel. It also is responsible for maintaining close liaison with other Department of the Navy offices, bureaus, commands and activities with regard to the management and administration of Naval Reserve personnel. (COMNAVRESFOR INSTRUCTION 5400.17, 1984, pp. V-16 through V-17)

Service record maintenance at the local level under the direct guidance of COMNAVRESFOR is the responsibility of the Naval Reserve Readiness Commands (REDCOMS) which were established and organized to replace the Commandants of Naval Districts in the command and administration of designated Naval Reserve units and activities. (CNAVRES INSTRUCTION 5450.1C, 1976, p. 1)

The Pay/Personnel Administrative Support System was established to provide consolidated pay and personnel service to assigned officer and enlisted naval personnel and passenger transportation service to all Navy-sponsored

travelers in the geographic area under the cognizance of the Personnel Support Activity. The Personnel Support Activity (PERSUPPACT) is the personnel administrative command (ashore) which administers this program. The PERSUPPACTS are responsible for managing the overall military pay, military personnel administrative and passenger transportation system within the designated area of responsibility. Personnel Support detachments under the administration of the designated PERSUPPACT then provide one-stop pay, personnel administrative and passenger transportation support to the individual service member, dependents and retirees and passenger transportation support to Navy civilians.

PERSUPPDETS (under the administration of PASS and PERSUPPACTs) are tasked with providing support of Selected Reserve units and Pretrained Individual Manpower Management System (PIMMS) Individual Ready Reserve (IRR) member. Management needs of the entire PERSUPPDET may be considered; however, the priority use of Training and Administration of Reservists (TARs) personnel in Reserve support should be a principal part of assignment decisions. It is not the intent to make up regular Navy manning shortfalls by use of TARs. TARs should be assigned and used in proportion to the number of Selected Reserve service records and active records from the COMNAVRESFOR Claimancy. (OPNAV INSTRUCTION 1000.23A Change 1, 1983, p. 4-4)

As with all activities that PASS services, the interface at the local level occurs between the Naval Reserve Center and the PERSUPPDET. The PASS system dictates where the service records will be maintained, but often the local Readiness Commands (REDCOMs) makes the decision to have the records held on the site of the drilling units. According to the PASS manual, the officer records are to be held by the PERSUPPDET colocated with the Readiness Command which issues the Active Duty for Training Orders for these officers. The enlisted service records will be held by the nearest PERSUPPDET, if it is within fifty miles of the Naval Reserve Center. If the Naval Reserve Center is more than fifty miles from a PERSUPPDET, the enlisted service records will be held by the Naval Reserve Center. An example of this is REDCOM 20, which has the aviation selected reserve service records held on site at the PERSUPPDET colocated with the drilling reservists. REDCOM 20 manages Naval Reserve Centers reaching from Salt Lake City, Utah to San Francisco, California; and from Portland, Oregon to Monterey, California. These reserve centers then use the services of three separate PERSUPPACTS, each of which provides different guidance and causes different problems.

When service records are maintained at the local Naval Reserve Center, they are usually maintained by an active duty member called a local station keeper. The manpower



authorizations for Reserve Center normally call for the active duty reservists called TARs to man these Reserve Centers as station keepers. The Active duty station keepers, who maintain the enlisted service records, are usually Personnelmen (PN) with the rating E5-E7. The size of the Naval Reserve Center will determine the number of PNs on board and their rating (E5-E7).

The PASS manual states that PERSUPPDETS servicing Naval Reserve activities will allocate any enlisted TAR billets assigned to the activity to the administration of the Naval Reserve program and maintenance of the selected reserve service records.

The PASS manual also states that the PERSUPPDETS servicing inactive reservists will conduct yeoman/personnelman/disbursing clerk rate training for inactive personnel training. As COMNAVRESFOR is the acknowledged technical authority on all matters concerning Reserve personnel administration, its instructions related to maintenance of Selected Reserve records are directive in nature (that is, they are the final authority).

The offices, bureaus, and commands which govern the maintenance and composition of the reserve service records have directives and regulations stated in several manuals. CNO and NMPC provide the NMPC manual, which states the purpose of the officer and enlisted service records, and



gives definitive instructions of what information must be maintained in all service records--active and reserve, officer and enlisted. BUPERS Instruction 5400.42F provides personnel policies and administrative procedures pertinent to the management of Naval Reserve members serving on inactive duty. These manuals and other subject specific manuals and instructions determine the content of Naval Reserve service records.

To assist in regulating the service record maintenance, the OPNAV Instruction 1000.23A governs procedures for the PERSUPPDETS and their services to the commands they service. This manual specifically describes the tasks that the PERSUPPDETS will perform for the customer commands, the functions the customer command will perform, and the interface functions they will perform together. For the selected reserve service records, there are specific articles related to the maintenance of these service records. (OPNAV Instruction 1000.42F, 1983, pp. 5-42 through 5-50)

Each REDCOM issues and follows their own instruction for service record maintenance. REDCOM 20--the REDCOM in charge of both NRC Stockton and NRC Pacific Grove, operates under COMNAVRESREDCOM Region 20 Instruction 5410.32, which outlines guidance for their service record maintenance.

The administrative procedures and specific instructions used in the preparation and submission of documents for the

maintenance of Reserve service records are found in many of the same manuals which govern composition and maintenance of the Reserve service records. NAVPERS Manual 15642 Part I, Inactive implements the data collection procedures for Reserve Field Reporting System (RESFIRST) which is the primary system used to report events and occurrences, personnel actions, and data relative to individuals assigned to a reporting unit of the Naval Reserve. The Commanding Officer, Naval Reserve Personnel Center, is responsible for the administration and maintenance of this manual.

Local activities such as the PERSUPPACT/PERSUPPDET, Naval Reserve Centers, and the REDCOMs also issue instructions and notices pertaining to the maintenance of service records and procedures for submitting paperwork in their respective areas.

#### B. COMPOSITION OF NAVAL RESERVE SERVICE RECORDS

All service records whether officer or enlisted, active or reservist, physically consist of a file folder bearing the full name and social security number of the member with the required page and enclosure forms. These are maintained at the designated record keeping activity, with a duplicate file record maintained at the Naval Military Personnel Command in Washington, D.C.

The composition of officers' service records, and the information contained therein, differs from that of

enlisted members' records. The officer service record held at the local record keeping activity is not considered the official record of the officer. The official record is the file maintained in the Naval Military Personnel Command in Washington, D.C. The officer service record provides information required to assign the officer and provide salient facts relative to the officer's Naval service.

An officer service record is maintained for each inactive duty officer. It is the responsibility of each officer and the Commanding Officer to ensure that the service record is complete and contains all data pertaining to the current tour of duty, official correspondence considered pertinent to the personnel administration of the officer, and all official correspondence and documents of a permanent nature which reflect the chronological history of the member's entire Naval career. The authority of the PERSUPPDET which maintains the service record to physically make changes to the officer record does not diminish or dilute the prerogatives and responsibilities of the officer and commanding officer. (Naval Military Personnel Manual, Article 5030180, p. 50-27)

As is the case with all service records, there are two sides in the service record folder. These sides are termed the left and right sides. For the Inactive duty officer's service record, the right side of the service record is reserved for documents affecting the utilization and



assignment of the officer concerned. The left side is reserved for official correspondence and documents of a permanent historical nature relating to the officer's present tour of duty and official correspondence and documents relative to the officer's history at the present command. The forms which are required to be maintained in the reserve officer's service record are designated in the COMNAVMILPERS Manual.

The enlisted service record also consists of a flat folder with Pages 1 through 15 on the right side and certain required forms on the left side. The enlisted service record differs from the officer's service record in that it is the official history of an enlisted member's service in the Navy. It is the property of the U.S. Navy and not of the member. There is also a copy of this service record in the Naval Military Personnel Command, Washington, D.C.

Pages 1 through 15 of an enlisted service record are described and prepared in accordance with the instructions contained in the NMPC manual. These pages, as in the officers' service record, are filed from top to bottom in reverse numerical order. Other official or unofficial papers concerning the member which are required for record or safekeeping are filed on the left-hand side of the service record folder.

### III. METHODOLOGY

#### A. PROCEDURE

The procedural method used in this research consisted of five major elements. They were the literature review, examination of the records, development and administration of a questionnaire to measure members' knowledge and perceptions of their service records, data analysis, and conclusions and recommendations.

#### B. LITERATURE REVIEW

A comprehensive review of the literature by the Defense Technical Information Center revealed no studies about Naval Reserve service records. A library search also revealed no books or materials on Naval Reserve service records. The major sources of information about Naval Reserve service records, therefore, were the Commander Naval Military Personnel Command Manual (COMNAVMILPERSCOM manual), BUPERS INSTRUCTION 5400.42F, OPNAV INSTRUCTION 1000.23A (PASSMAN), the RESFIRST manual (NAVPERS 15642 Part I-Inactive), and interviews. A brief review of the related information in these manuals is found in Chapter II.

## C. RECORD REVIEW

The questions which required a review of records were:

1. Are there systematic errors of a critical nature in the service records of officers and enlisted personnel in the U.S. Naval Reserve?
2. Does the location of the record keeping activity make a difference in the number and type of errors and omissions found in service records?

To answer these questions, it was necessary to do a thorough review of a selected sample of individual Naval Reserve service records. The author reviewed the service records using the two record review forms developed by the Personnel Support Activity, San Francisco, for use in their Quality Assurance program. The form used for an officer differs from the one used for enlisted (Appendix A & B). Since a description of information and deficiencies found in the review was to be attached to the questionnaire administered to each member whose record was reviewed, a more concise review form was needed. Two separate review forms were developed because of differing goals and information requirements for officers and enlisted service records (Appendix C & D).

To determine what data should be included on the review forms, Personnelmen and Yeomen at Personnel Support Activities, Personnel Support Detachments, Reserve Centers and COMNAVRESFOR were interviewed. They were asked to identify what they considered major deficiencies in the service records. The author also relied on her expertise



and experience as Officer in Charge of a Personnel Support Detachment maintaining over 2,000 reserve and 5,000 active officer and enlisted service records.

#### D. THE QUESTIONNAIRE

To answer the questions "How informed are officers and enlisted about the inaccuracies and deficiencies in their service records?" and "What preceptions do reserve personnel have about the function and role of their service records and their responsibilities in maintaining those records?", a questionnaire was administered to reserve officers and enlisted personnel whose service records had been reviewed (Appendix 5). The questions on the questionnaire were divided into four categories:

##### I. What were reservists' perceptions about the role of the service records?

Question 1) To you, what is the most important role of your service record?

Question 12) What do you feel is the biggest problem with the Naval Reserve service record maintenance system?

Question 13) In your reserve career, what has been the biggest complaint about the maintenance of your service record?

Questions 16) Has there been any problem with your service record in your career which you feel effected your career in the Naval Reserve?

##### II. Were Naval Reservists aware of inaccuracies and deficiencies in their service records?

Question 2) Is the information contained in (A) of the previous page, accurate and correct to the best of your knowledge?

Question 3) Were you aware of the discrepancies in (B)? Please circle the discrepancies you have been notified of.



Question 4) Did you receive notification of discrepancies in (A) or (B) by: (a series of responses were provided).

Question 5) To your knowledge, has action been taken to correct these?

Question 6) Please list any major discrepancies you know are not listed. Please state if you know that one of these is not a discrepancy.

### III What were Naval Reservists attitudes toward the accessibility of their service records?

Question 8) Do you feel your service record is easily accessible? State why.

Question 14) The PERSUPPDET/PASS concept effects me: (a series of responses provided). Please explain (C), (D), or (E).

Question 17) As a Naval Reserve supervisor, how often do you typically review service records of personnel who work for you in your unit? If you do review records what is the biggest problem of access: (a series of responses provided).

### IV. Were Naval Reservists aware of their responsibility in maintaining current and accurate service records?

Question 7) Did you review your personnel record with a PN/YN as you went on ACDUTRA last year?

Question 9) How do you find out about personnel changes in the Navy?

Question 11) How often do you review your service record?

Question 15) The following is a recent address used for mailing for you in your service record. Is it valid? Could you be reached here in time of mobilization?

Question 10 was discarded because the answer required research beyond the scope of this thesis. A cover letter and the questionnaire were attached to each record review,

and they were submitted to appropriate selected reservists on a regular drill weekend at the Naval Reserve Centers.

A modified questionnaire was administered to Naval Reservists whose service records had not been reviewed. Questions 2 and 15 were eliminated while questions 3 and 4 were altered to determine if the reservists surveyed were aware of deficiencies existing in their service records. (Appendix F)

#### E. SELECTION OF SAMPLE

A selected sample of the population at two Naval Reserve training centers was chosen to answer the questions of this thesis. These centers were Naval Reserve Center Stockton and Naval Reserve Center Pacific Grove, both in California.

Selection of the population sample was based on the following criteria:

1. It should be representative of as many reservists in the U.S. Naval Reserve as possible.
2. It should be representative of as many reservist record-keeping activities as possible.
3. The reserve centers to which the sample was attached should have comparable numbers of drilling reservists.
4. The reserve centers to which the sample was attached should have units with comparable missions.

The population sampled included all of the officers at the two centers. Their records were all maintained at Personnel Support Detachment, San Francisco. The service

records of enlisted personnel of two complete units and a random sample of the remaining three units at Naval Reserve Center Pacific Grove were reviewed. These records were maintained at Personnel Support Detachment, Monterey. Service records for two complete units and a random sample of a third unit at Naval Reserve Center, Stockton were reviewed. These records were maintained at the Stockton Naval Reserve Center record keeping section.

Questionnaires only were administered to a limited number of members of four units whose records had been examined in their entirety. The service records for these members were not found at the record keeping activity. The members may have been new, the service record may have been checked out or the member's service record may not have been in the sample reviewed.

#### F. DATA ANALYSIS

The data for this thesis was analyzed using the micro-computer software program LOTUS 1-2-3. This program, which was run on the IBM Personal Computer, compiled the information from the record reviews and the multiple choice responses of the questionnaires on spreadsheets and bar graphs. The analysis of this data was then used to answer the questions posed by the thesis.

Information from the record reviews was recorded on spread sheets using the LOTUS Spreadsheet program. The LOTUS Graph program then produced the data on bar graphs.



The graphs were used to compare information about officers' and enlisted's service records responses from the two reserve centers, the three record-keeping activities, and the pages/forms of the service records.

The same procedure was followed for the purpose of analyzing the responses to the multiple choice questions on the questionnaires. Comparisons included responses by officers and enlisted, responses from the two reserve centers and the three record-keeping activities.

All comments provided by the respondents were extracted for manual analysis. The comments are discussed in Chapter V.



#### IV. OVERVIEW OF RESULTS

##### A. SAMPLE POPULATION

The Naval Reserve centers, under the guidance of the Commander, Naval Reserve Force, and the designated Readiness Command, have under their command Naval Reserve units with specific missions. These various types of Naval missions and forces include Surface, Submarine, Aviation, Construction, Intelligence, Logistics, and Hospitals. In selecting the sample for this study, an attempt was made to provide a cross-section of as many of these mission areas as possible. Another objective was to include units which used different record keeping activities to maintain their Naval Reserve service records. The sample population was selected from units and personnel attached to Naval Reserve Center (NRC) Pacific Grove and NRC Stockton. Both are located in California.

Personnel from two complete units at NRC Pacific Grove were surveyed. These units were the NRCG-21 Gridley and a Reserve Naval Mobile Construction Battalion (RNMCB). The NRCG-21 Gridley is the Reserve unit specifically assigned to augment the Active Duty Crew of the Gridley (CG-21) to bring her to full wartime complement. There are five officers and twenty-five enlisted attached to this unit. The rank of the officers--all Surface Warfare

officers--ranges from an Ensign to a Commander. The enlisted hold the ratings of GM, BT, SK, YN, RM, PC, QM, SN, and other shipboard ratings. The rates range from E1 through E9.

The second unit, the RCNMCB, (commonly called SEABEE), has as its mission in the Navy the preparation of advanced base support facilities overseas, and the the development and improvement of support bases ashore. Drilling reservists undertake any assigned construction tasks. Twenty-four enlisted and no officers were attached to this unit. The rating included EO, BU, UT, BT, GMM, YN, PN, EN, and MS. The rates were all enlisted, from E1 through E9. This unit was selected after interviews with record keeping PNs at the two NRCs. They both agreed that SEABEE records were the most difficult selected reserve records to maintain.

In addition, a limited number of enlisted and officers were selected at random from the following Naval Reserve units: Naval Hospital Oakland, the USS Cape Cod, the Weapons Station Concord, and the Volunteer Training Unit (VTU). For this research program, a total of nineteen officers and sixty-two enlisted records were reviewed; fourteen questionnaires were administered to officers, and fifty-three to enlisted.

Service records for all officers attached to NRC Pacific Grove are maintained at PERSUPPDET Treasure Island,

which is approximately 150 miles from Pacific Grove. The record keepers at this facility are a TAR Yeoman Chief (YNC), five PN/YN TAR Petty Officers/Seaman and two civilian employees. This office maintains 2000 reserve officer service records for REDCOM 20.

All enlisted service records are maintained at the record keeping activity of the PERSUPPDET Monterey--six miles from the Reserve center. One TAR Personnelman, with the technical assistance of the entire PERSUPPDET, is responsible for maintaining these records.

The liaison for officer and enlisted service records from NRC Pacific Grove to PERSUPPDET Monterey and PERSUPPDET Treasure Island is a YN1 (TAR). The YN1, the members themselves, the unit COs, and the CO of the Reserve center are responsible for coordination of personnel matters with the required PERSUPPDET.

Personnel from two complete units at NRC Stockton were also included in the sample population. These units were another RNMCB (SEABEE unit) and the Naval Hospital Oakland 620 (NAV-Hospital Oakland). NAV-Hospital Oakland, with twelve officers and sixty-seven enlisted on board for weekend drills, is responsible for running the base dispensary, giving shots and physical examinations, and administering the weight-control program. At time of mobilization, this unit will support projected Navy and Marine requirements for treatment facilities and deployable



systems, such as fleet hospital ships. The officers of the unit include doctors, nurses, and Medical Service Corps officers. Their rank ranges from LT (j.g.) to Commander. The enlisted rating is Hospital Corpsman (largest rating requirement in the Naval Reserve today) with rates from E3 through E9.

The RNMCB, another SEABEE unit, performs weekend drills on the base with NRC Stockton, where it is involved in construction/maintenance projects for the active duty NAVCOM STATION Stockton. The SEABEE's mission at Stockton is identical to that of the SEABEE unit Pacific Grove--augmenting the active SEABEES. Ratings attached to RNMCB Stockton are similar to those attached to the RNMCB unit at Pacific Grove. The rates range from E1 through E9.

In addition, a limited number of officer and enlisted records were selected at random from the Military Sealift Command Concord, the USS McKee (AS41) Det 220, Weapons Station Concord 420, NSA Stockton 120, and the VTU. For this part of the sample, a total of twenty-four officer and fifty-three enlisted records were reviewed. Twelve questionnaires were administered to officers and forty to enlisted.

## B. OVERVIEW OF RECORD REVIEW

Selected officer and enlisted service records were reviewed at appropriate record keeping activities. The service records were examined by the author to answer the first two questions of the thesis:



1. Are there systematic errors of a critical nature in the service records of officers and enlisted personnel in the U.S. Naval Reserve?
2. Does the location of the record keeping activity make difference in the number and types of errors and omissions found in service records?

The forms used as guides for this review were the officer and enlisted forms developed by PERSUPPACT Treasure Island.  
(Appendices A & B)

The specific items identified for review in officers' service records were:

1. Annual Qualification Questionnaires (AQQ)
2. Officer Qualification Questionnaire (OQQ)
3. Statement of Personal History (DD 398)
4. Officer Biography Sheet (NAVPERS 5720/1)
5. Dependency Application of Emergency Data (NAVPERS 1070/602) Page 2
6. Reserve Appointment (Acceptance & Oath of Office); Latest Promotion
7. Pay Entry Base Date; Statement of Service (PEBD)
8. Security Clearance Information (OPNAV forms 5520/20)
9. Notification of Participation and Missed Drill Procedures (CNAVRES 1570/2)
10. All ACDUTRA orders as Drilling Reservists (Active Duty for Training)
11. Home of Record forms
12. Code of Conduct (per Navy Regs., Art. 1122)
13. Latest Application for Armed Forces Identification card (NAVPERS 5512/1)
14. Service Record Verification on NAVPERS 1070/613 (Page 13)
15. Officer Photograph

Those items identified for review in enlisted service records were:

1. Enlistment/Reenlistment Documents for the Armed Forces (DD Form 4)
2. Dependency Application/Record of Emergency Data (NAVPERS 1070/602) Page 2
3. Enlisted Classification Record (NAVPERS 1070/603) Page 3. (Test scores, civilian education and training, etc.)
4. Navy Occupation/Training and Awards History (NAVPERS 1070/604) Page 4
5. History of Assignments (NAVPERS 1070/605) Page 5
6. Record of Unauthorized Absence (NAVPERS 1070/606) Page 6
7. Court Memorandum (NAVPERS 1070/607) Page 7. Records punishment actions which affect pay
8. Enlisted Performance Record (NAVPERS 1070/609) Page 9
9. Record of Personnel Actions (NAVPERS 1070/710) Page 10. Changes of rate, proficiency pay, citizenship, etc.
10. Record of Naval Reserve Service (NAVPERS 1070/611) Page 11. Chronological record by anniversary year of retirement points earned by Naval Reserve enlisted
11. Administrative Remarks (NAVPERS 1070/613) Page 13. For Naval Reserve enlisted, contains current agreement to participate with an assigned unit
12. Notification to Participate with Assigned Unit (NAVPERS 1326/2 or 14 or 4)
13. Notification of Participation and Missed Drill Procedures (CNAVRES 1570/2)

#### C. OVERVIEW OF QUESTIONNAIRE

To answer the thesis questions, "How informed are officers and enlisted about the inaccuracies and

deficiencies in their service records?" and "What perceptions do reserve personnel have about the role and function of their service records, and their responsibilities in maintaining those records?" the questions were grouped into four categories. For purposes of discussion, each category was asked a more specific question:

- I. What were reservists perceptions about the role and function of their service record? (Questions 1, 12, 13, 16)
- II. Were Naval reservists aware of inaccuracies and deficiencies in their service record? (Questions 2, 3, 4, 5, 6)
- III. What were Naval reservists attitudes toward the accessibility of their service record? (Questions 8, 14, 17)
- IV. Were Naval reservists aware of their responsibility maintaining current and accurate service records? (Questions 7, 9, 11, 15)

Question 10 was discarded as the answer required research beyond the scope of this thesis.

The questionnaire, consisting of seventeen one or two part questions, included multiple-choice questions, Yes/No questions, and open-ended questions. Several questions combined two formats. All but one multiple-choice question provided a response that allowed other answers or personal comments, and allowed more than one response. Each question and its possible responses will be described in Section F--ANALYSIS OF QUESTIONNAIRE RESPONSES.



#### D. LIMITATIONS

The content of service records can be so voluminous and their maintenance so detailed that it was impossible to be all-inclusive in assessing the records for this research program. To perform a complete QA (Quality Assurance) on one record requires almost one hour. This QA would presumably identify all errors in the records. Most Navy higher authority will perform QAs on a percentage of all records, and examine only areas of specific interest.

For this thesis, only a sample of available records at a limited number of centers could be reviewed, and only specific areas of the service records were examined. Many records of the units selected for the sample population were not available as they had been checked out to the members, to the reserve unit, or for ACDUTRA.

The size of the sample was further limited by a difficulty encountered in administering the questionnaire. The drilling reservists whose service records had been reviewed were not all present at drill on the weekends the questionnaire was administered. Reservists were on ACDUTRA, some were drilling away from the NRC, others were excused from drill or had just missed drill. A major problem was encountered at NRC Pacific Grove when the entire SEABEE unit was unexpectedly sent out of town to drill. Their questionnaires were administered to them by the Assistant OIC, with instructions to mail the completed



questionnaire back to the NRC. However, only six of twenty-four were returned.

To compensate for this loss of numbers, a modified questionnaire was administered to drilling members whose service records had not been reviewed. (Appendix F)

## V. ANALYSIS OF RESULTS

### A. ANALYSIS OF RECORD REVIEW

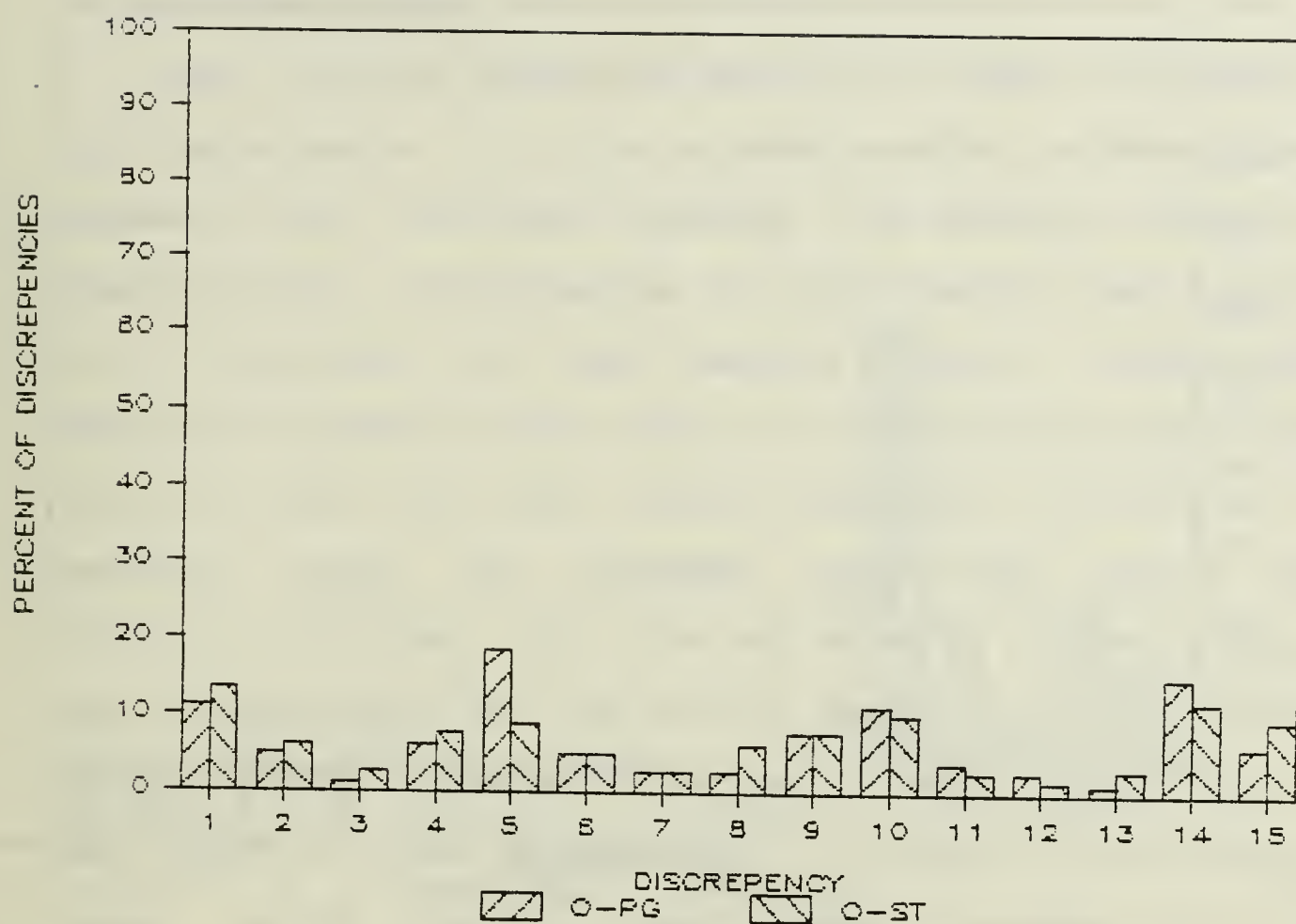
The record review was carried out to answer the following questions of the thesis:

1. Are there systematic errors of a critical nature in the service records of officers and enlisted personnel in the U.S. Naval Reserve?
2. Does the location of the record keeping activity make a difference in the number and type of errors and omissions found in service records?

The first hypothesis related to these questions was that the critical errors contained in all of the service records would be similar and systematic. As seen in Figure 1, the review of officer records supported this hypothesis. Similar errors and percentages of discrepancies from all areas of the service records were found in service records at both Naval Reserve Centers.

Missing pages/forms were identified as the most critical discrepancies in the service records. There were ninety-six pages missing from forty-two officers' service records reviewed at PERSUPPDET Treasure Island. This number represents 66 percent of the total officer discrepancies.

The results of the enlisted record review found in Figure 2 partially supported the hypothesis. The percentage of page 4 errors was similar at both centers,



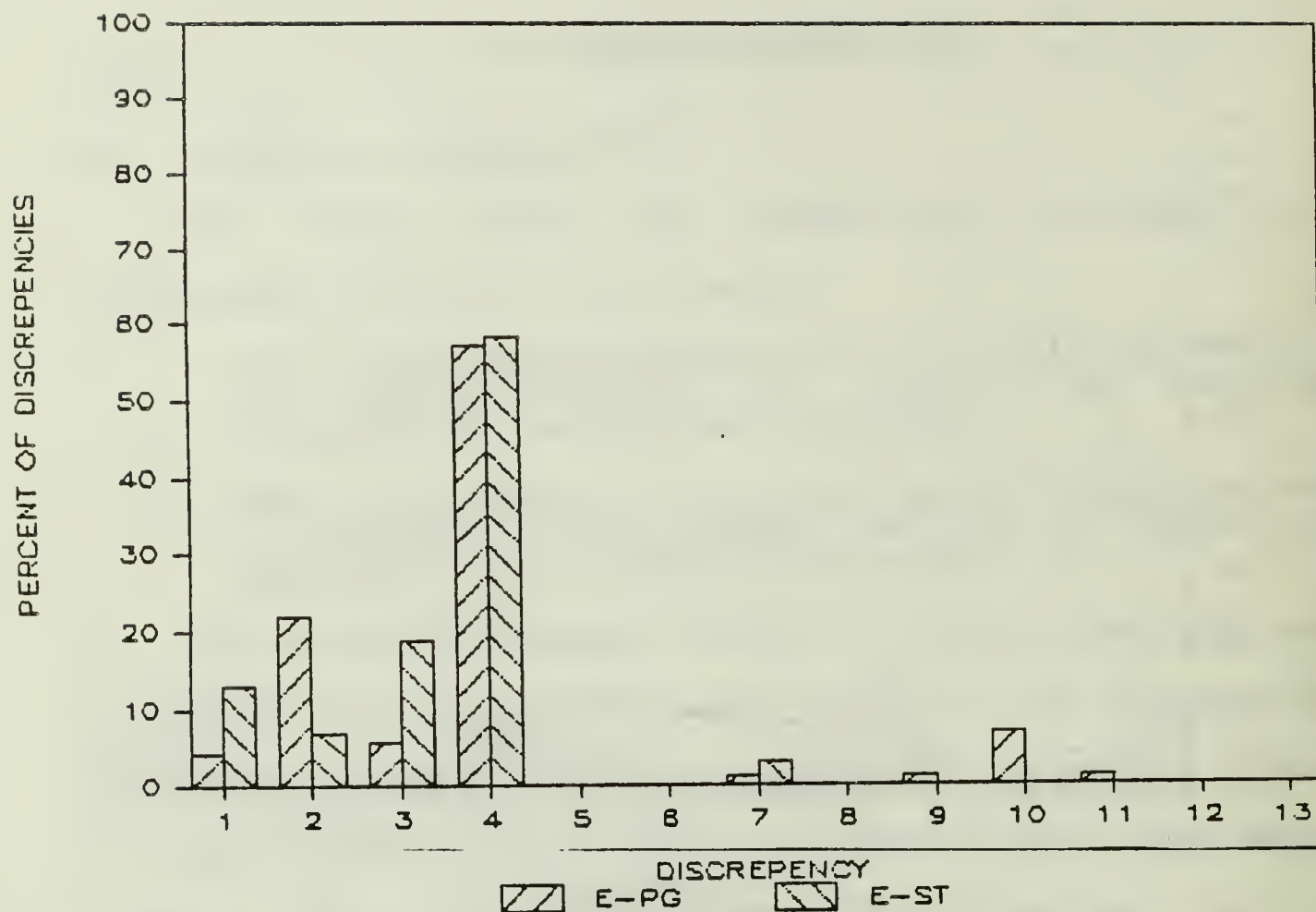
O-PG--Officers Pacific Grove

O-ST--Officers Stockton

- |                            |                                     |
|----------------------------|-------------------------------------|
| 1. AQQ                     | 9. Missed Drill Procedures          |
| 2. OQQ                     | 10. All ACDUTRA Orders              |
| 3. Personal History Form   | 11. Home of Record Forms            |
| 4. Officer Biography Sheet | 12. Code of Conduct                 |
| 5. Emergency Data Form     | 13. I.D. Application Card           |
| 6. Reserve Appointment     | 14. Service Record Application-p.13 |
| 7. PEBD                    | 15. Officer Photograph              |
| 8. Security Clearances     |                                     |

Figure 1

Distribution of discrepancies in Officer Service Records



E-PG--Enlisted Pacific Grove

E-ST--Enlisted Stockton

1. Contracts
2. Emergency Data Form
3. Page 3
4. Page 4
5. Page 5
6. Page 6
7. Page 7

8. Page 9
9. Page 10
10. Page 11
11. Page 13 Entries
12. Assigned Unit Participation
13. Missed Drill Procedure

Figure 2  
Distribution of Discrepancies in Enlisted Service Records

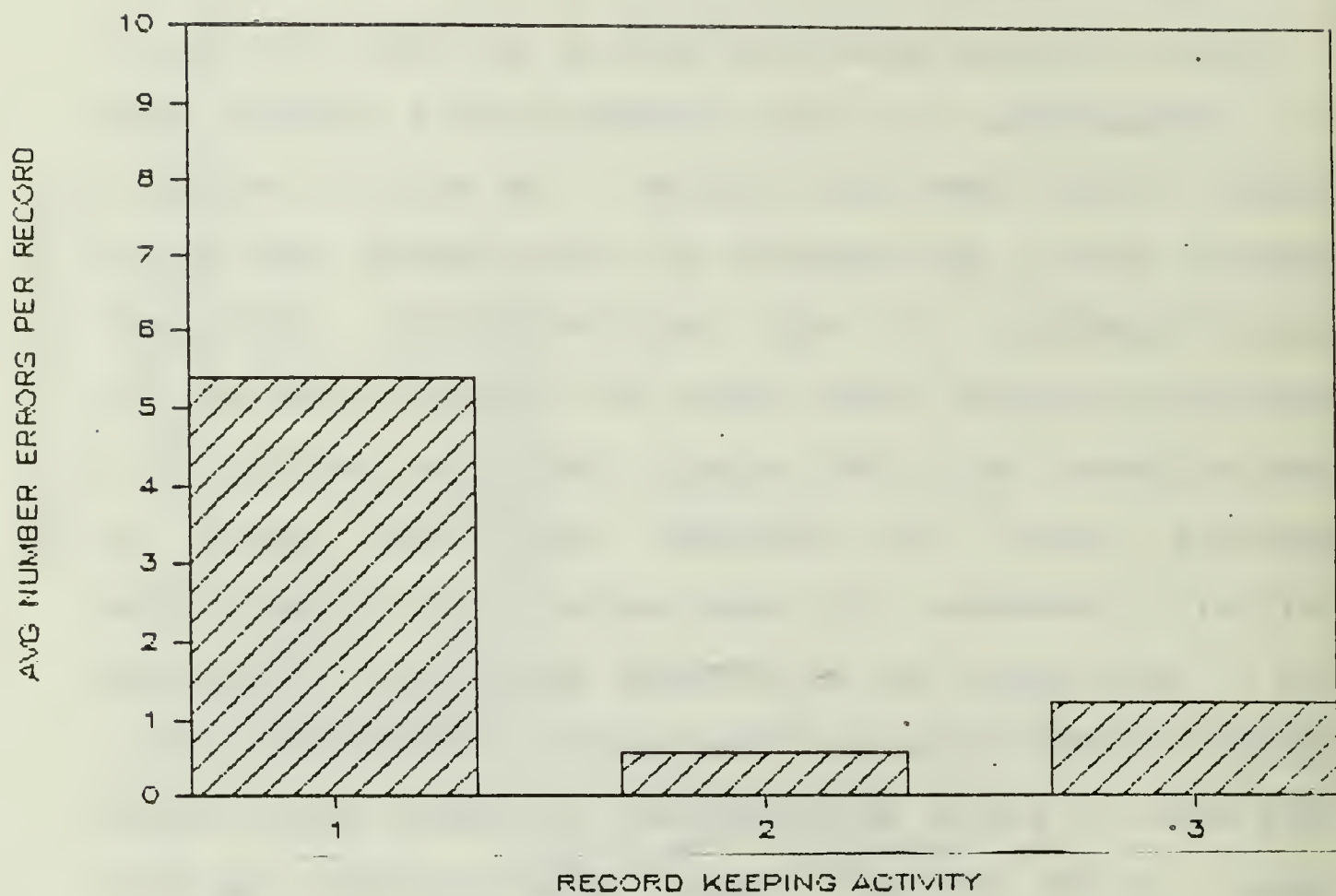


but systematic errors were not found in the other areas of the service records.

Again, missing pages were seen as the most critical of all discrepancies. For the enlisted service records, this became a more convoluted problem. The manuals require a CNAVRES 1570/2, Notification of Participation and Missed Drill Procedures, in each service record. PERSUPPDET Monterey maintains these forms on the left side of the service record while NRC Stockton maintains the form in a separate record (the RESFIRST record--the record of drills). Therefore, this form was shown as a missing page and a discrepancy for NRC Pacific Grove, but not for the records at NRC Stockton. Even so, at NRC Pacific Grove, only seven of ninety discrepancies (8 percent) were missing pages. At NRC Stockton, missing pages accounted for only six of thirty-two pages (nineteen percent).

The second hypothesis was that officers' records from NRC Pacific Grove and NRC Stockton which are maintained at PERSUPPDET Treasure Island would have a much higher number of discrepancies per service record than enlisted records from either NRC Pacific Grove or NRC Stockton. It was validated by the information in Figure 3. The average number of errors found in each officer's record was 5.5, which was almost five times greater than the average found at the other two record keeping activities.

The third hypothesis related to the questions was that enlisted service records from NRC Pacific Grove, maintained



1. PERSUPPDET Treasure Island
2. NRC Stockton
3. PERSUPPDET Monterey

Figure 3  
Comparison of Error Rate at Record Keeping Activities

at PERSUPPDET Monterey, would reflect a lower number of errors per record than would be found on NRC Stockton records. Figure 3 shows this hypothesis to be untrue. The average number of errors per service record at PERSUPPDET Monterey was 1.25; the average number per service record at NRC Stockton was .58. Seventeen percent of all enlisted service records reviewed at NRC Stockton contained no errors, at PERSUPPDET Monterey, 12.5 percent contained no errors.

#### B. ANALYSIS OF QUESTIONNAIRE RESPONSES, CATEGORY I

The four questions in Category I were distributed throughout the questionnaire. Questions 1, 12, 13, and 16 solicited responses related to Naval Reservists' perceptions about the role of their service records. The purpose of these questions was to test the general hypothesis that the majority of officer and enlisted Naval Reservists understand the role of the service record as it pertains to them, and are aware of the overall problems of service records and how those problems relate to them and their careers.

##### 1. Question 1

1. To you, what is the most important role of your service record?

This multiple-choice question was designed to measure the respondents' overall knowledge about the role of the service records. Responses A, B, and C reflect the



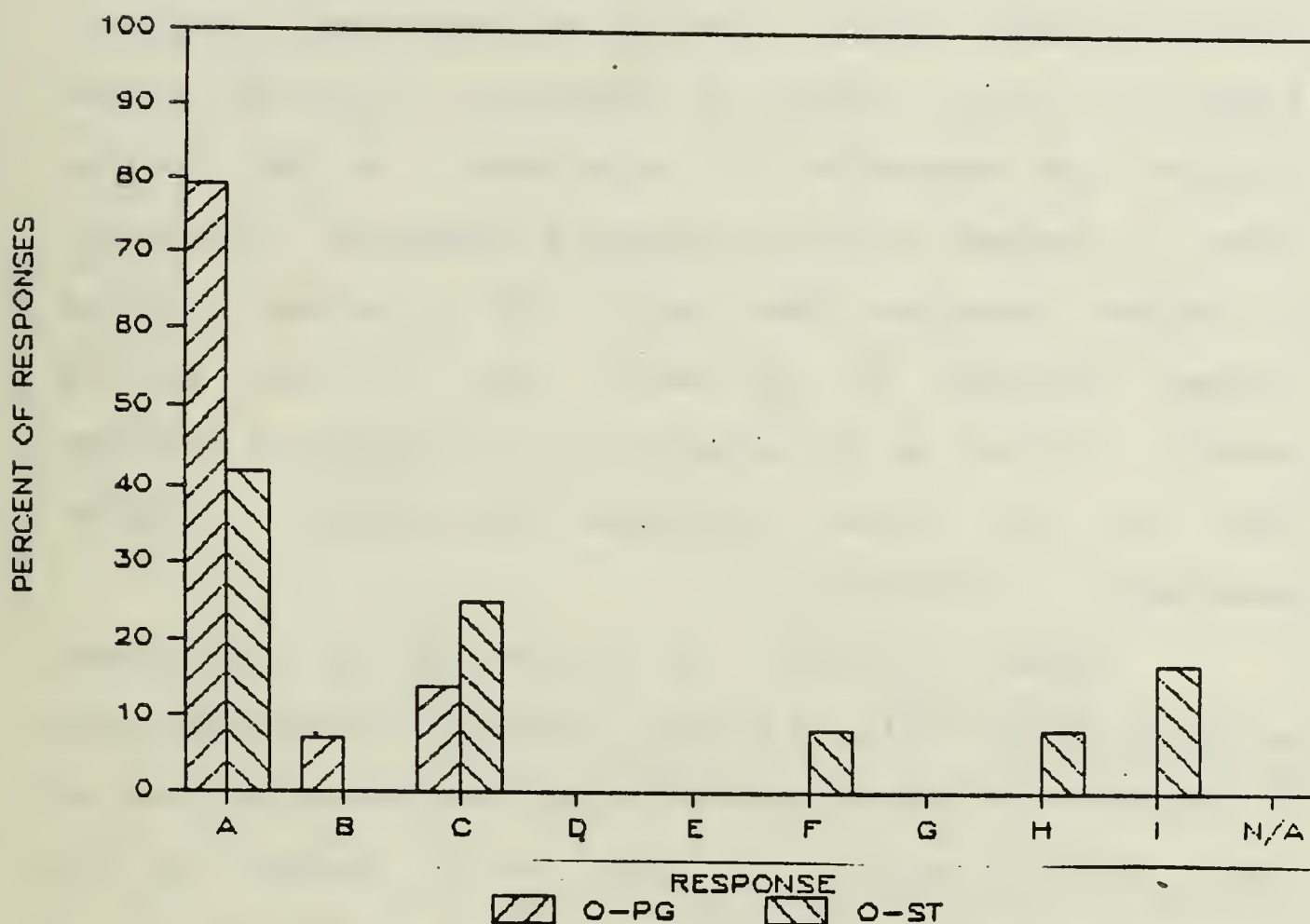
NMPC Manual definition and statement of the purpose officer and enlisted service records. Response H, is a commonly accepted use of service records, but D, E, and F are not considered roles of the service record according to the manual definition and the most common accepted roles.

As hypothesized, a majority of officers at NRC Pacific Grove and NRC Stockton identified promotion, retirement or career planning as the major roles of the service record. Figure 4 indicates that 79 percent of officer respondents at Pacific Grove selected response A--Promotion, and 10 percent selected F--Retirement. Thus, a total of 89 percent identified promotion or retirement. Forty percent of the officers at NRC Stockton selected A--Promotion, twenty percent selected C--Retirement, and ten percent selected H--Career planning for a total of seventy percent. One officer at NRC Stockton selected "Evaluation maintenance." This is a misperception, as there are no evaluations maintained in the officers' service records.

The "Other" responses at NRC Stockton included comments that the function of the service record was to maintain the most current required information; another comment stated that there was no use for the local service record.

It was hypothesized that responses by enlisted personnel would indicate their belief that the major





O-PG--Officer Pacific Grove

O-ST--Officer Stockton

Question 1. To you, what is the most important role of your service record? (Please circle only one)

Responses

- |   |  |
|---|--|
| A. Promotion  | F. Evaluation maintenance                        |
| B. Decisions to be made on ACDUTRA assignments      | G. Legality--the requirement in Navy regulations |
| C. Retirement--Record of drill time and enlistments | H. My career planning                            |
| D. Drill muster records                             | I. Other _____                                   |
| E. Review by supervisors                            | N/A. No answer                                   |

Figure 4  
Distribution of Officer Responses to Question 1

purpose of the service record is maintaining information for retirement, career planning or promotion. Figure 5 indicates that the choice of responses was similar at the centers, and supported the hypothesis. At NRC Pacific Grove, 33 percent of the respondents indicated "Promotion", 24 percent indicated "Retirement" and 15 percent selected "Career planning" as the major role of their service record. A total of 72 percent of the respondents selected one of the three responses--"Retirement", "Career planning", or "Promotion".

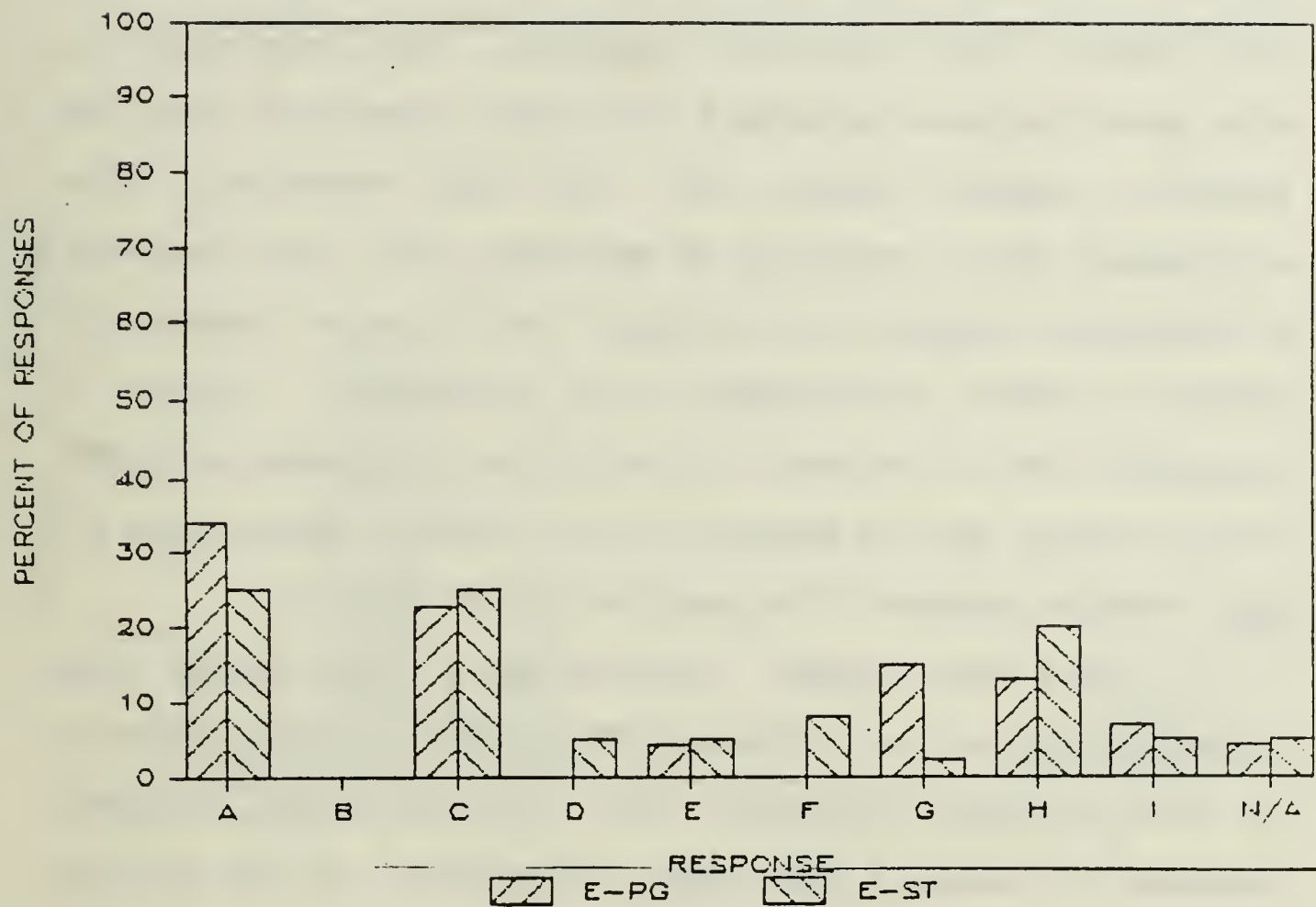
At NRC Stockton, 25 percent of the respondents selected "Promotion", 23 percent selected "Retirement", and 21 percent selected "Career planning" as the major role of their service record. A total of 69 percent of the respondents selected "Retirement", "Career Planning", or "Promotion" as the major role of their service record.

Comments following "Other" responses fell into two major categories at both centers. The first was that the role of the service record was to provide a history of all personal history of a member; the second category reflected a nonchalant attitude that the record is necessary because that is the way it is.

## 2. Question 12

12. What do you feel is the biggest problem with the Naval Reserve service record maintenance system?

Questions 12, 13, and 16 address service record maintenance problems and how they have affected Naval



E-PG--Enlisted Pacific Grove

O-ST--Enlisted Stockton

Question 1. To you, what is the most important role of your service record? (Please circle only one)

#### Responses

- |   |  |
|---|--|
| A. Promotion  | F. Evaluation maintenance                        |
| B. Decisions to be made on ACDUTRA assignments      | G. Legality--the requirement in Navy regulations |
| C. Retirement--Record of drill time and enlistments | H. My career planning                            |
| D. Drill muster records                             | I. Other _____                                   |
| E. Review by supervisors                            | N/A No answer                                    |

Figure 5  
Distribution of Enlisted Responses to Question 1.

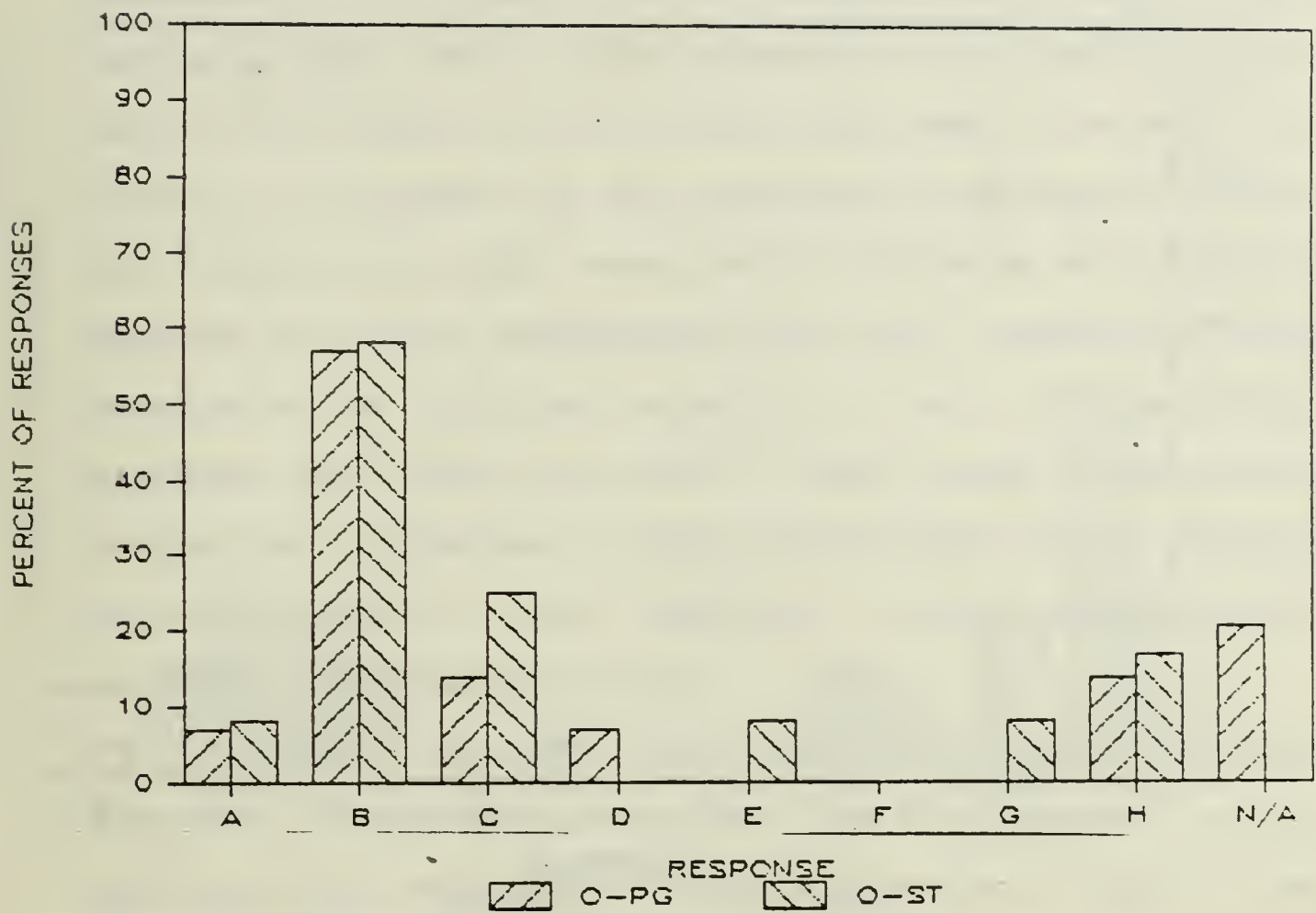
Reservists' careers. Question 12 was multiple-choice; the first response was "No complaint", and the last response was "Other", with room for comments. The responses for this question were developed following interviews with TAR PN/YN's, reserve center COs, and unit personnel. The hypothesis that a majority of officers would view response B--"Records located too far away." as the major problem of service record maintenance was validated. Figure 6 indicates that 58 percent of the officer respondents at NRC Pacific Grove and 59 percent of the officer respondents at NRC Stockton answered the question by selecting B.

The next largest response was C--"Not enough time on ACDUTRA to review." Twenty-four percent of the officers at NRC Stockton perceived this as the major problem, compared to one-half that many (12 percent) at NRC Pacific Grove.

Some comments following the response "Other" revealed the opinion that there was too much duplication of records. Extra paper work is generated because records are kept at PERSUPPDET, REDCOM, NRC, NMPC and CNAVRES. Comments by some officers indicated that they had not been in the Naval Reserve long enough to be aware of any problems.

The hypothesis related to enlisted members responses to this question was that since the enlisted records at the two centers were maintained by different





O-PG--Officer Pacific Grove

O-ST--Officer Stockton

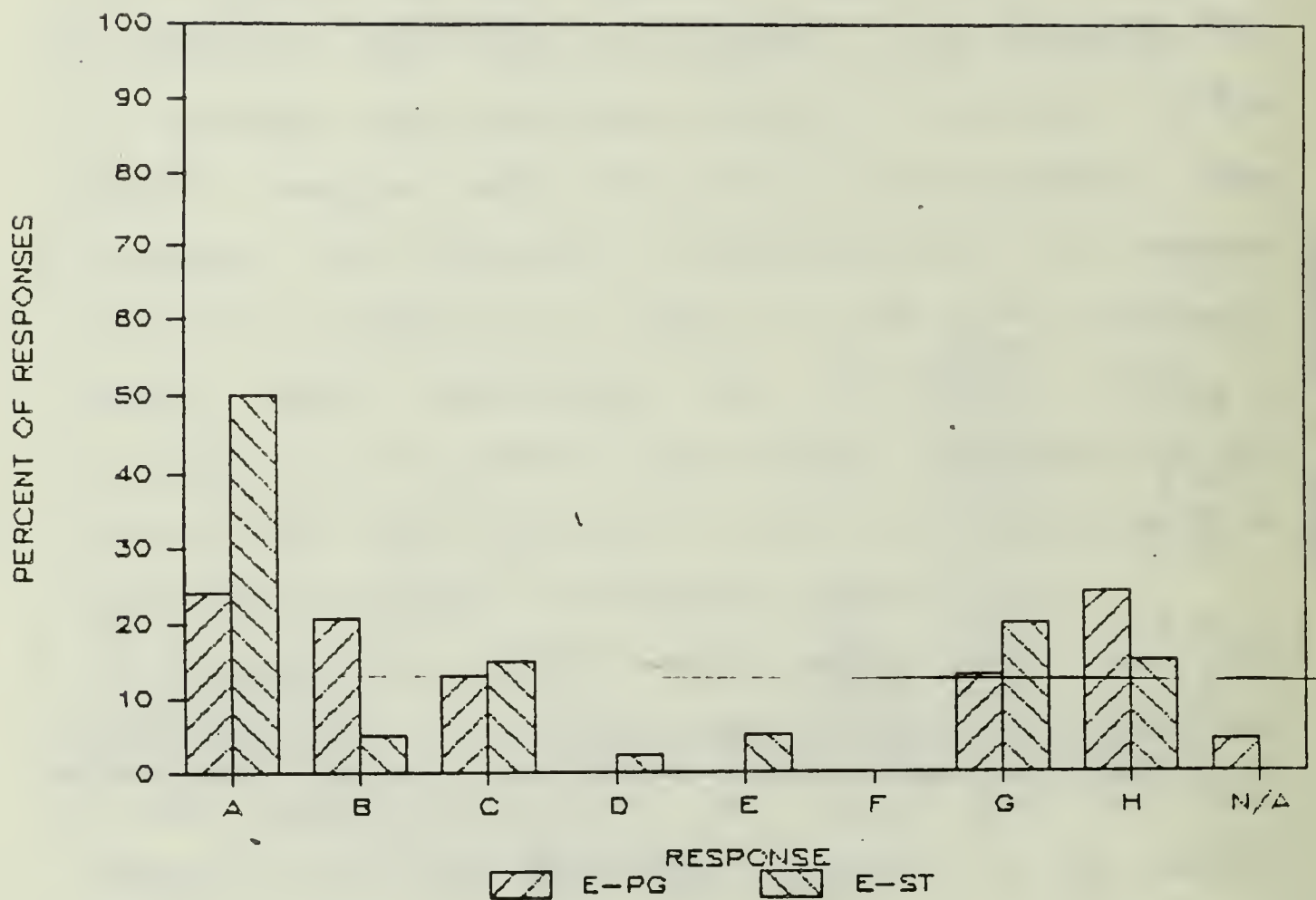
Question 12. What do you feel is the biggest problem with the Naval Reserve service record maintenance system?

Responses

- |  |  |
|--|--|
| A. No complaints                                     | E. The record system is too difficult to understand      |
| B. Records located too far away--difficult to review | F. Reserve records are too different from Active records |
| C. Not enough time on drill weekends to review       | G. Not enough Active YN/PN's understand Reserve records  |
| D. Not enough time on ACDUTRA to review              | H. Other _____   |

N/A No answer

Figure 6  
Distribution of Officer Responses to Question 12



E-PG--Enlisted Pacific Grove

E-ST--Enlisted Stockton

Question 12. What do you feel is the biggest problem with the Naval Reserve service record maintenance system?

#### Responses

- |  |  |
|--|--|
| A. No complaints                                     | E. The record system is too difficult to understand      |
| B. Records located too far away--difficult to review | F. Reserve records are too different from Active records |
| C. Not enough time on drill weekends to review       | G. Not enough Active YN/PN's understand Reserve records  |
| D. Not enough time on ACDUTRA to review              | H. Other _____   |

N/A No answer

Figure 7  
Distribution of Enlisted Responses to Question 12

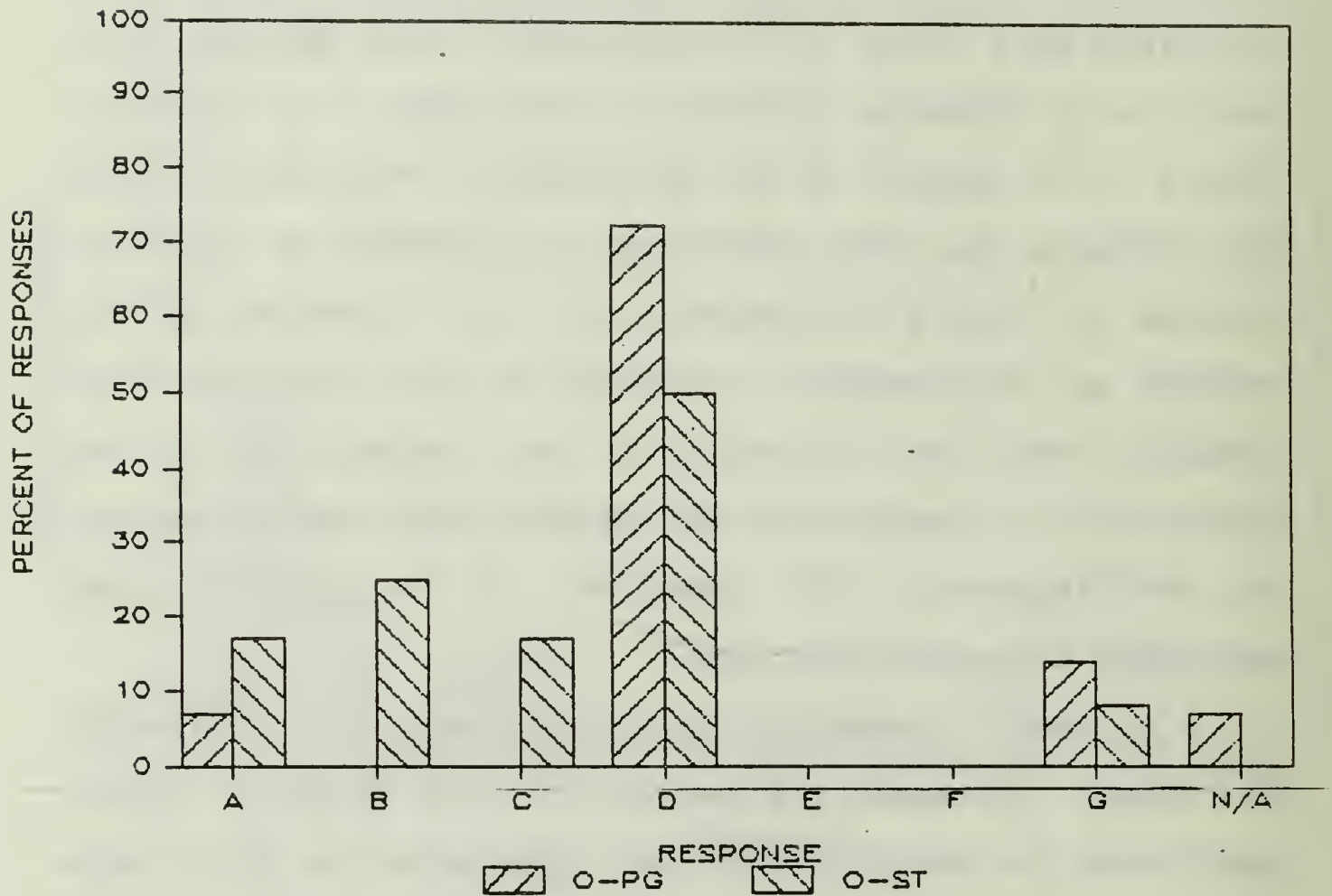
maintenance systems, personnel would perceive the problems differently. It was also anticipated that the problem indicated most often by the personnel at NRC Pacific Grove would be B--"Records located too far away." As shown in Figure 7, 21 percent of the personnel at NRC Pacific Grove did indicate that they perceived the distance as the major problem of record maintenance, but on 5 percent of the members at NRC Stockton perceived it as a problem. The response most often selected at both centers was A--"No complaints"--23 percent at NRC Pacific Grove and 50 percent at NRC Stockton. The remainder of the answers were scattered among the responses.

Some comments by personnel who selected H--"Other", expressed the feeling that the "System", and in particular the Active Navy, have "forgotten or don't care about the Reservists". Other comments reflected the opinion that the system does not work, and that changes or updates do not appear to happen. One member stated that he/she has been unable to find his/her record since joining the Navy in 1985.

### 3. Question 13

13. In your Reserve career, what has been the biggest complaint about the maintenance of your service record?

Question 13 addresses Reservists' perceptions about the problems related to the maintenance of their individual service record. Some personnel selected more



O-PG--Officer Pacific Grove

O-ST--Officer Stockton

Question 13. In your Reserve career, what has been the biggest complaint about the maintenance of your service record?

Responses

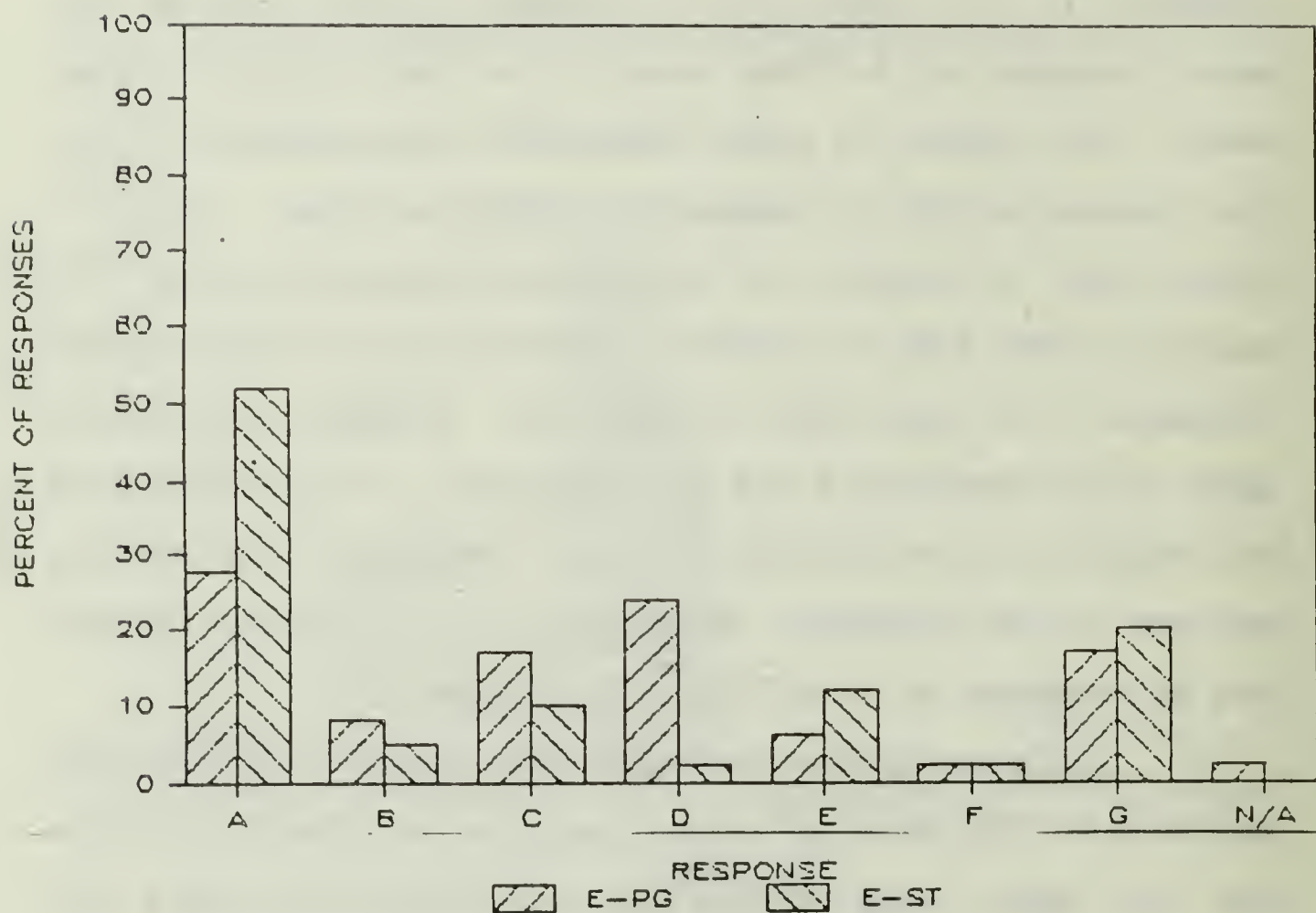
- |   |   |
|---|---|
| A. No complaint   | E. The system and maintenance procedures have changed too many times in my career |
| B. All the responsibility to up-keep the record is mine | F. I do not concern myself about my record  |
| C. No one who maintains my record seems to care         | G. Other _____  |
| D. The records are maintained too far away              | N/A No answer   |

Figure 8  
Distribution of Officer Responses to Question 13



than one response. It was hypothesized that, as in Question 12, the majority of officers would perceive the major problem as D--"The records are maintained too far away," with almost as many respondents identifying B--"All the responsibility to upkeep the record is mine." Figure 8 shows that 72 percent of the officers respondents at NRC Pacific Grove and 52 percent at NRC Stockton did perceive response D as their major complaint. However, the second part of the hypothesis was not supported. No officers from NRC Pacific Grove identified B as a complaint, and only 25 percent at NRC Stockton identified B as a complaint about the maintenance of their individual records.

It was hypothesized that the largest response from enlisted at NRC Pacific Grove would be D--"The record are too far away", and enlisted at NRC Stockton would not identify a specific response but would scatter their responses. Figure 9 shows that the largest single response by both groups was A--"No complaint"--50 percent at NRC Stockton and 28 percent at NRC Pacific Grove. However, 24 percent of respondents at NRC Pacific Grove did perceive D--"The records are maintained too far away"--as a complaint. The remaining responses were scattered. At NRC Pacific Grove, 19 percent of the respondents described G--"Other" complaints. These complaints centered around lost service records, lost documents for service records, and one complaint was that they were "Babysitting the PN".



E-PG--Enlisted Pacific Grove

E-ST--Enlisted Stockton

Question 13. In your Reserve career, what has been the biggest complaint about the maintenance of your service record?

Responses

A. No complaint

B. All the responsibility to up-keep the record is mine

C. No one who maintains my record seems to care

D. The records are maintained too far away

E. The system and maintenance procedures have changed too many times in my career

F. I do not concern myself with my service record

G. Other \_\_\_\_\_

N/A No answer

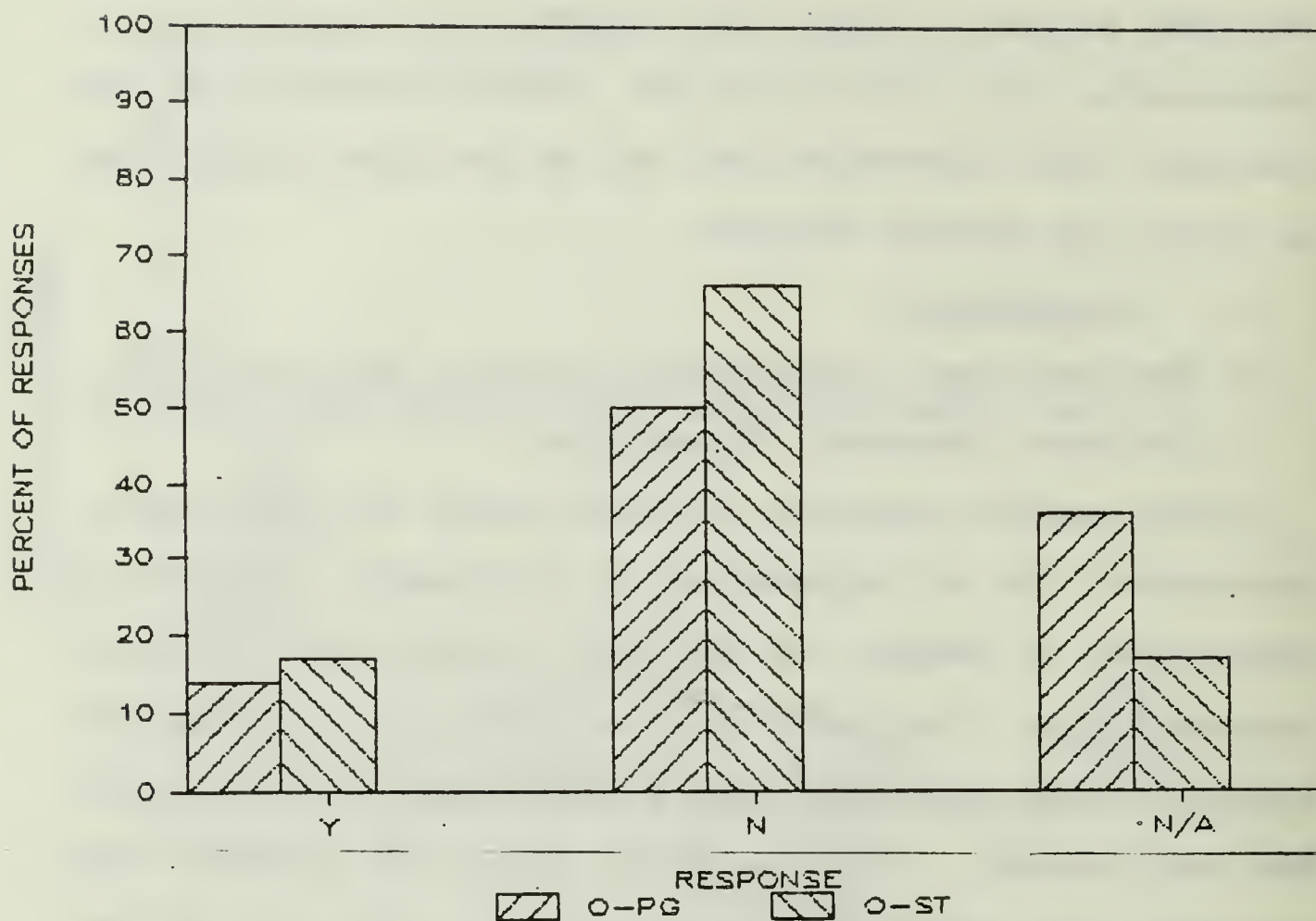
Figure 9  
Distribution of Enlisted Responses to Question 13

At NRC Stockton, comments listed after G--"Other", centered around the fact that there is a new PN who is responsible for cleaning up the service records and the complaint that reservists and PNs do not have enough time to review the service records.

4. Question 16

16. Has there been any problem with your service record in your career which you feel affected your career in the Naval Reserve? Please state.

This question required a Yes/No answer and provided an opportunity for an explanation of the answer. Figure 10 shows that 50 percent of the NRC Pacific Grove officers responded that there had been no problem(s), 14 percent indicated that there had been a problem(s), and 36 percent did not respond. Problems cited were very specific and included that awards or medals had been left out of the record and that the initial Pay Entry Base Date (PEBD) had not been entered correctly. The additional comment was made that there appeared to be no follow-up system to get these problems corrected. At NRC Stockton, 66 percent of the officers responded that there had been no problem(s), 17 percent indicated that there had been a problem(s), and 17 percent did not respond. Problems cited at NRC Stockton differed from NRC Pacific Grove, and included member promoted to LCDR in 1981, but was not notified until September, 1982. Therefore, the date of promotion is a discrepancy. Also, the Surface Warfare Officer designator



O-PG--Officer Pacific Grove

O-ST--Officer Stockton

Question 16. Has there been any problem with your service record in your career which you feel affected you career in the Naval Reserve? Please state.

Responses

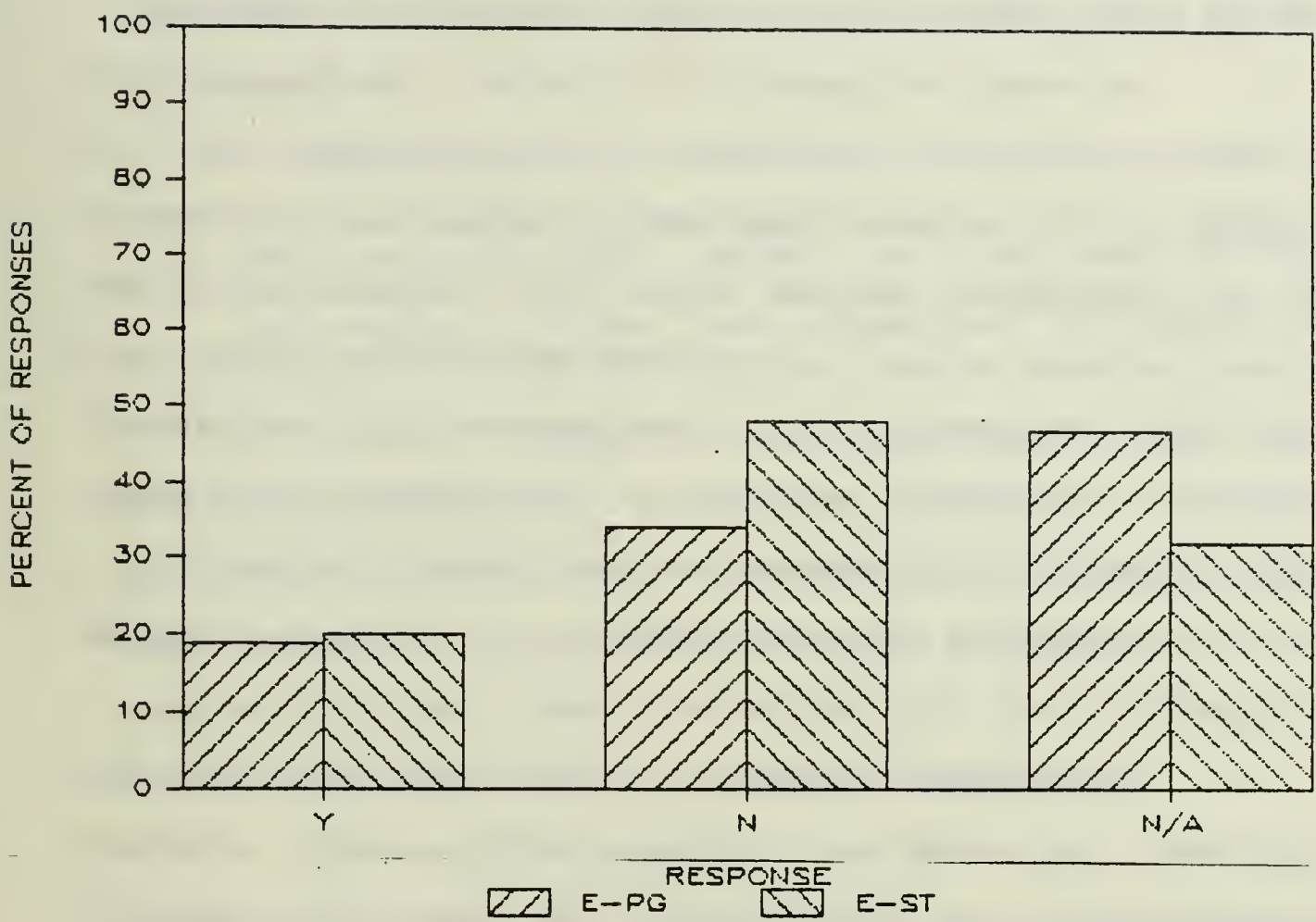
Y. Yes

N/A No answer

N. No

Figure 10  
Distribution of Officer Responses to Question 10





E-PG--Enlisted Pacific Grove

E-ST--Enlisted Stockton

Question 16. Has there been any problem with your service record in your career which you feel affected your career in the Naval Reserve? Please state.

Responses

Y. Yes

N/A No answer

N. No

Figure 11  
Distribution of Enlisted Responses to Question 10

(1115) of a member has not been properly reflected by NMPC, though service record locally indicates 1115 is assigned.

As shown in Figure 11, 34 percent of the enlisted at NRC Pacific Grove responded that they had experienced no problem(s), 19 percent reported a problem, and 47 percent of the respondents did not answer the question. Problems listed centered around incorrect or missing data which then cost these reservists either advancement or reenlistment bonuses. One comment pointed out that personnel had never been counseled about entries in their service records, and, thus, had made bad decisions--they were leaving the service "today".

Forty-eight percent of the enlisted at NRC Stockton indicated no problems, 20 percent answered affirmatively, and 32 percent did not answer the question. The most common problems were that missing or incorrect data especially had also cost the members advancement or reenlistment bonuses. Loss of total service record was cited several times.

#### C. ANALYSIS OF QUESTIONNAIRE RESULTS, CATEGORY II

Category II questions answer the question, "Were Naval Reservists aware of inaccuracies and deficiencies in their service records?" Questions 2, 3, 4, 5, and 6 were developed to test the hypothesis that most Naval Reservists are unaware of problems in their service records unless

those problems have affected pay or advancement. Members were also questioned about action taken to correct discrepancies.

1. Question 2

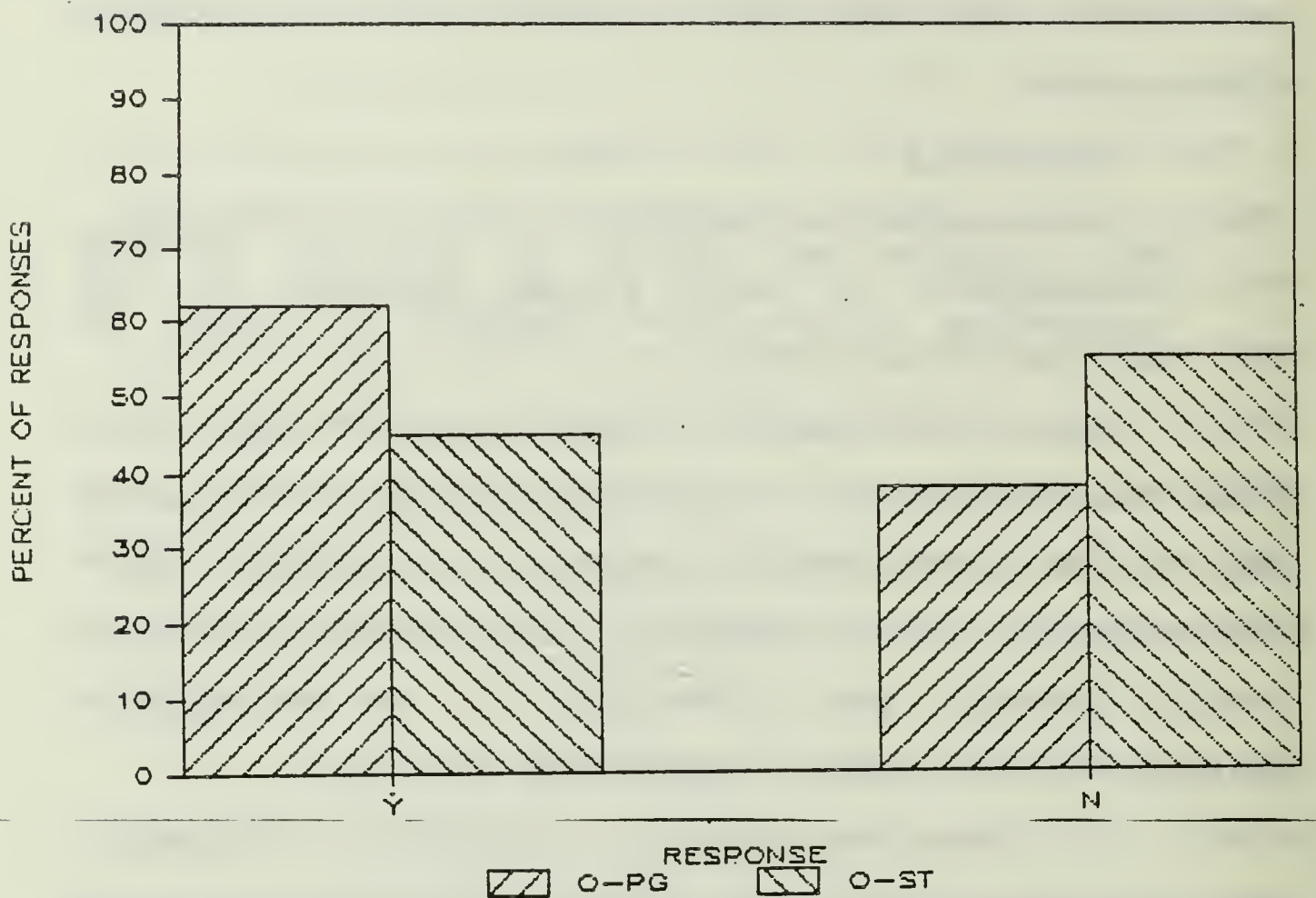
2. Is the information contained in (A) of the previous page accurate and correct to the best of your knowledge? If no, please annotate by the information if you have attempted to update the information and when.

Question 2 required a Yes/No response, which also asked the respondents to annotate information which they believed was inaccurate, and state if and when an update was attempted. The information was extracted from the service records, then transcribed on the Review Form designed for this study. (Appendices C and D)

The hypothesis that a majority of respondents would believe that the information on the Review Forms was correct was only partially supported. Those members who filled out a questionnaire without a record review did not respond to this question.

Figure 12 shows that 60 percent of the NRC Pacific Grove officers responded that the information was correct; 40 percent responded that it was incorrect. Only one officer had prior knowledge of an error and was attempting to correct it.

At NRC Stockton, 45 percent of the officers responded that the information was correct, and 55 percent responded that it was incorrect. All officers who were



O-PG--Officer Pacific Grove

O-ST--Officer Stockton

Question 2. Is the information contained in (A) of the previous page accurate and correct to the best of your knowledge? ..... If not, please annotate by the information if you have attempted to update the information and when.

### Responses

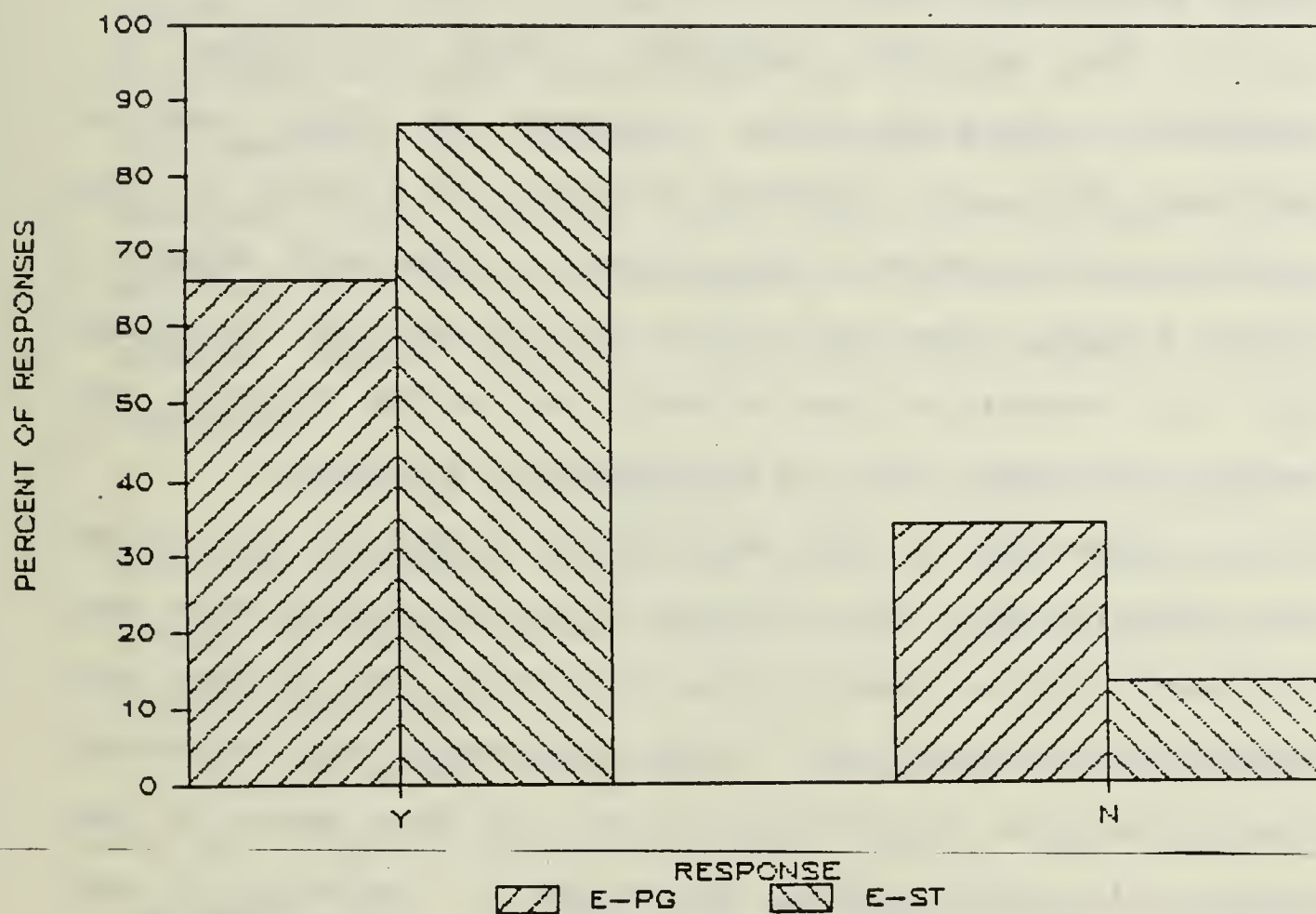
Y. Yes

N/A No answer

N. No

Figure 12  
Distribution of Officer Responses to Question 2





E-PG--Enlisted Pacific Grove

O-ST--Enlisted Stockton

Question 2. If the information contained in (A) of the previous page accurate and correct to the best of your knowledge? ..... If not, please annotate by the information if you have attempted to update the information and when?

### Responses

Y. Yes

N/A No answer

N. No

Figure 13  
Distribution to Enlisted Responses to Question 2

aware of discrepancies in their records had made some effort to correct them.

The enlisted responses, shown in Figure 13, indicated a greater prior awareness of their service records. This was predicted because the content of the service records affects their career in the Naval Reserve. At NRC Pacific Grove, 66 percent of the enlisted responded that the information was correct, and at NRC Stockton, 85 percent responded that the information was correct.

One-half of the respondents at NRC Pacific Grove who indicated that the information on the Review Form was incorrect did not explain what was wrong, nor if they had attempted to correct it. Those respondents who annotated the information on their forms had not been aware of the errors. At NRC Stockton, two-thirds of the enlisted who responded that the information was incorrect did not annotate the errors, but one-third of the respondents had attempted to correct the discrepancies.

## 2. Question 3

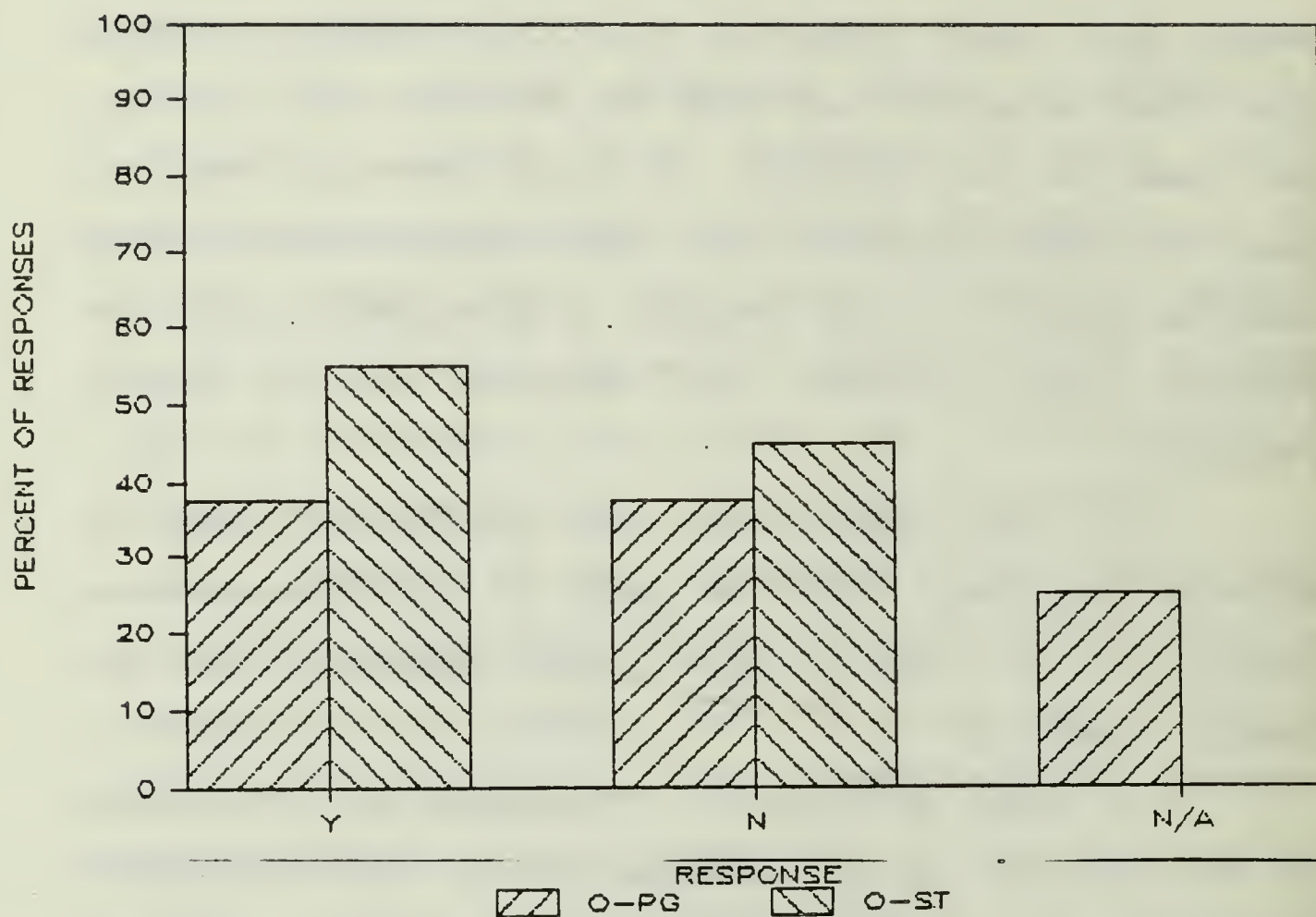
3. Were you aware of the discrepancies in (B)? Please circle the discrepancies you have been notified of.
3. Modified. Were you aware of any discrepancies in your service record?

Question 3 required a Yes/No response, with a second part which requested that the respondent circle discrepancies about which they had already been notified. The question was directed to those personnel who had received record reviews with their questionnaires. The modified Question 3 was answered by personnel who did not receive record reviews, and required only a Yes/No response.

It was hypothesized that neither officers or enlisted personnel would be aware of the discrepancies listed on their review forms. This hypothesis was not totally supported.

As shown in Figure 14, 38 percent of the officers at NRC Pacific Grove responded "Yes", and 38 percent responded "No". Twenty-eight percent did not answer the question. All officers who responded that they had been unaware of a discrepancy, indicated they had submitted paperwork to correct these discrepancies and, thus, believed they were no longer a problem. All officers who responded "Yes" to the question had multiple errors on their review sheet they had been notified about.

At NRC Stockton, 55 percent of the officers responded "Yes", they were aware of the discrepancies and 45 percent replied that they were not aware of the discrepancies. The officers who responded "Yes" had at least three discrepancies each. On each record review,



O-PG--Officer Pacific Grove

O-ST--Officer Stockton

Question 3. Were you aware of the discrepancies in (B)? ..... Please circle the discrepancies you have been notified of.

Responses

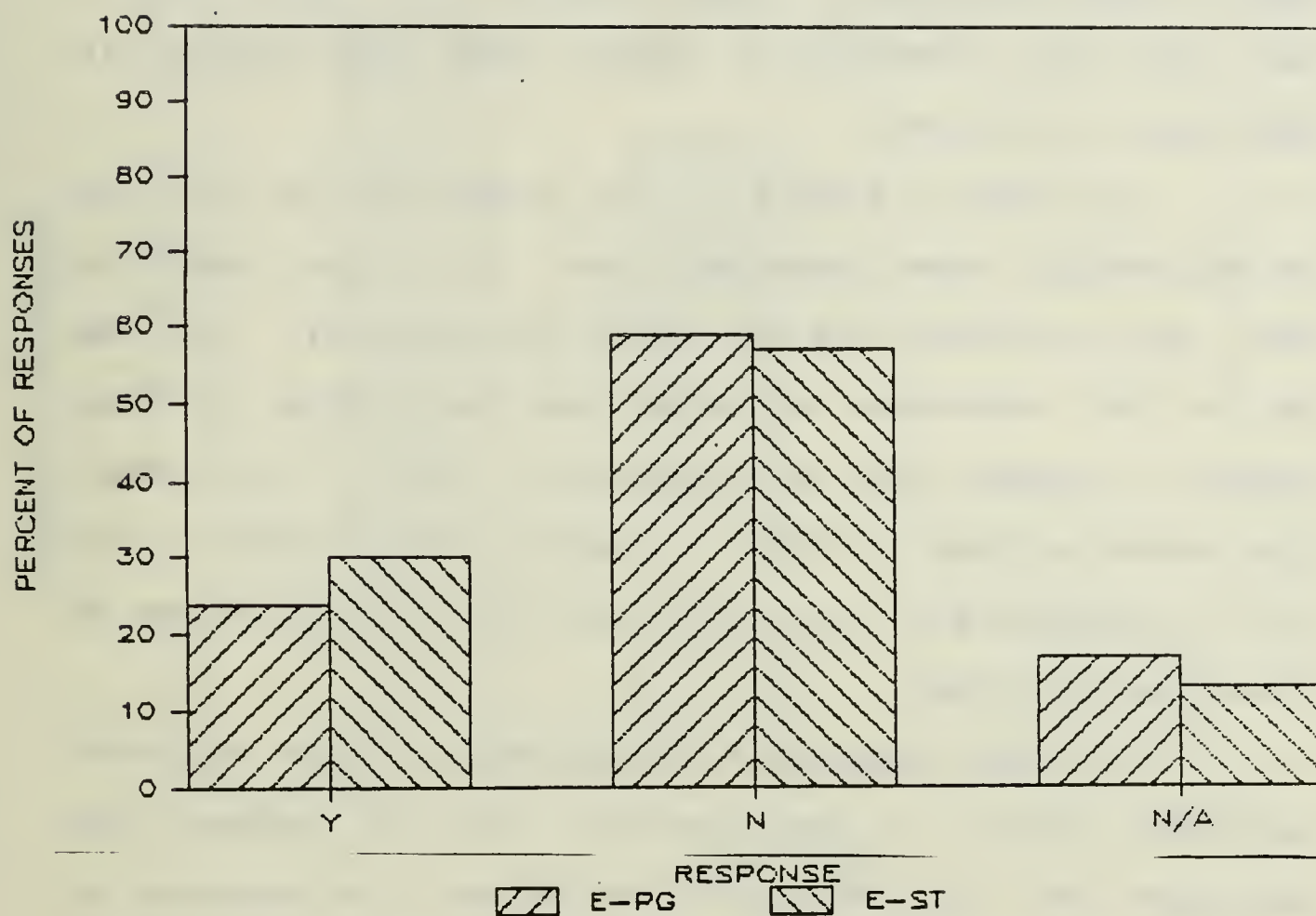
Y. Yes

N/A No answer

N. No

Figure 14  
Distribution of Officer Responses to Question 3





E-PG--Enlisted Pacific Grove

E-ST--Enlisted Stockton

Question 3. Were you aware of the discrepancies in (B)? . . . .  
Please circle the discrepancies you have been notified of.

Responses

Y. Yes

N. No

N/A No Answer

Figure 15

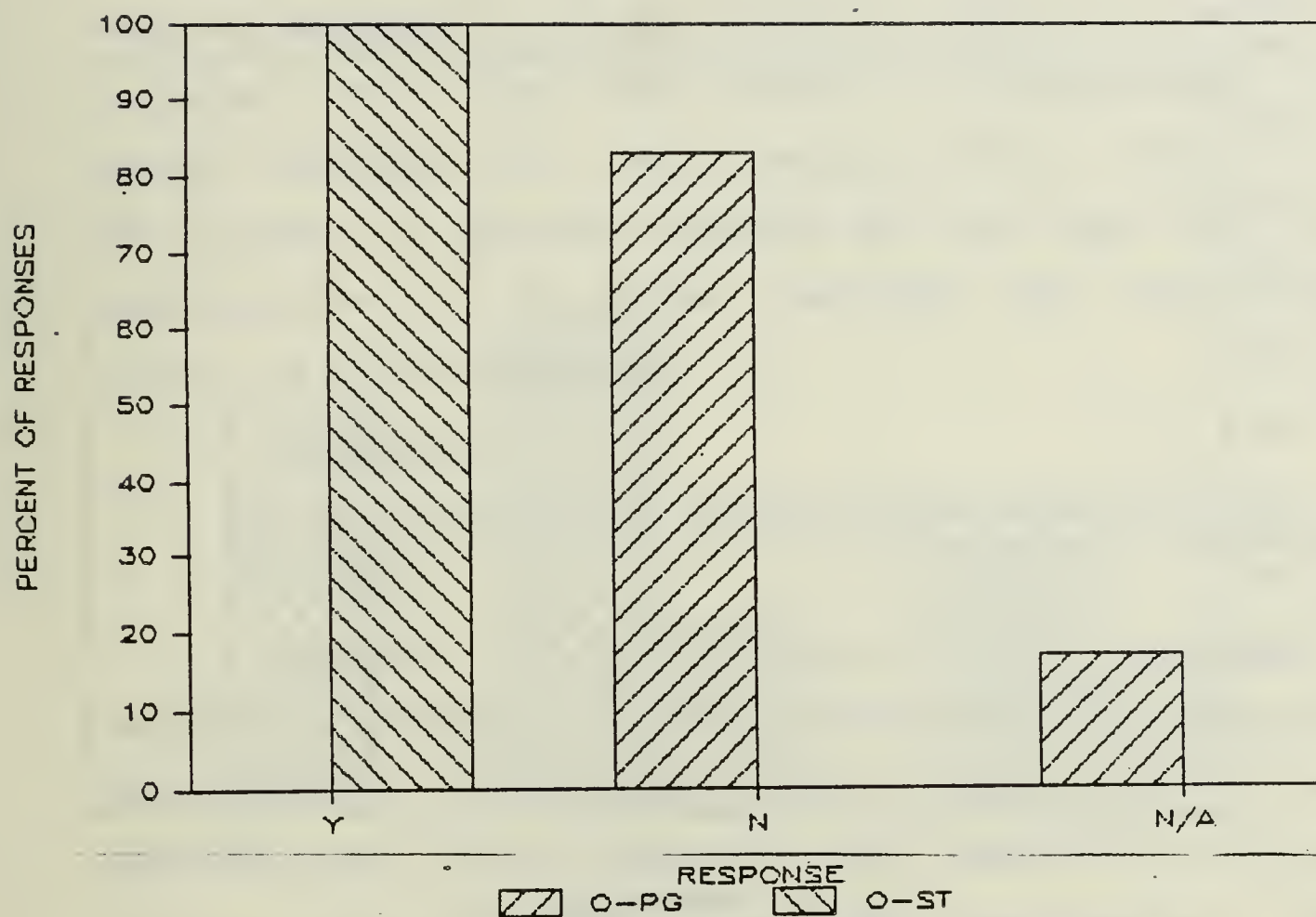
Distribution of Enlisted Responses to Question 3

they circled at least two they were aware of which still had not been corrected. Those officers who responded "No" have also all attempted to update these deficiencies at some time in the past.

As show in Figure 15, 24 percent of the enlisted at NRC Pacific Grove responded "Yes", 60 percent responded "No", and 16 percent did not answer the question. Only one of the "No" responses reflected that any action had been taken to correct the discrepancies. None of the other discrepancies were circled to reflect notification. The "Yes" responses did not reflect any prior notification of these discrepancies.

At NRC Stockton, 30 percent of the enlisted responded "Yes", to the question. The 58 percent who responded "No" did not circle any of the discrepancies so it is assumed they had not been notified of them. Since respondents who answered "Yes" had not circled any of the discrepancies, it was assumed that they were aware of all of them.

Responses to the modified Question 3 as show in Figures 16 and 17, were quite different from responses to Question 3. Eighty percent of the officers at NRC Pacific Grove answered "No", they were not aware of any discrepancies in their service records, and 20 percent did not answer the question. At NRC Stockton, all of the officers answered "Yes", they were aware of the



O-PG--Officer Pacific Grove

O-ST--Officer Stockton

Question 3 Modified. Were you aware of any discrepancies in your service record?

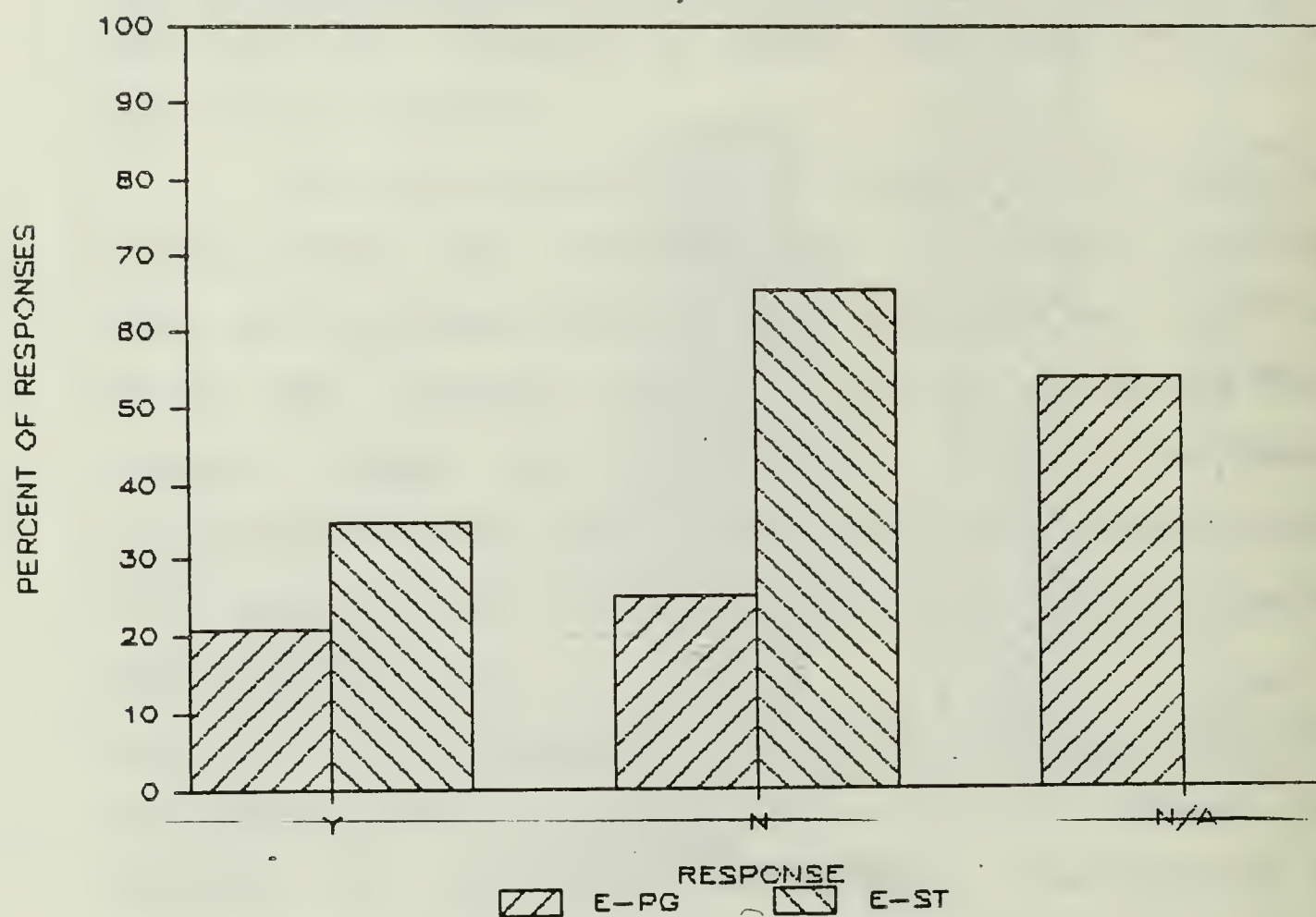
Responses

Y. Yes

N/A No answer

N. No

Figure 16  
Distribution of Officers Responses to Question 3 Modified



E-PG--Enlisted Pacific Grove

E-ST--Enlisted Stockton

Question 3 Modified. Were you aware of any discrepancies in your service record?

Responses

Y. Yes

N/A No answer

N. No

Figure 17  
Distribution of Enlisted Responses to Question 3 Modified



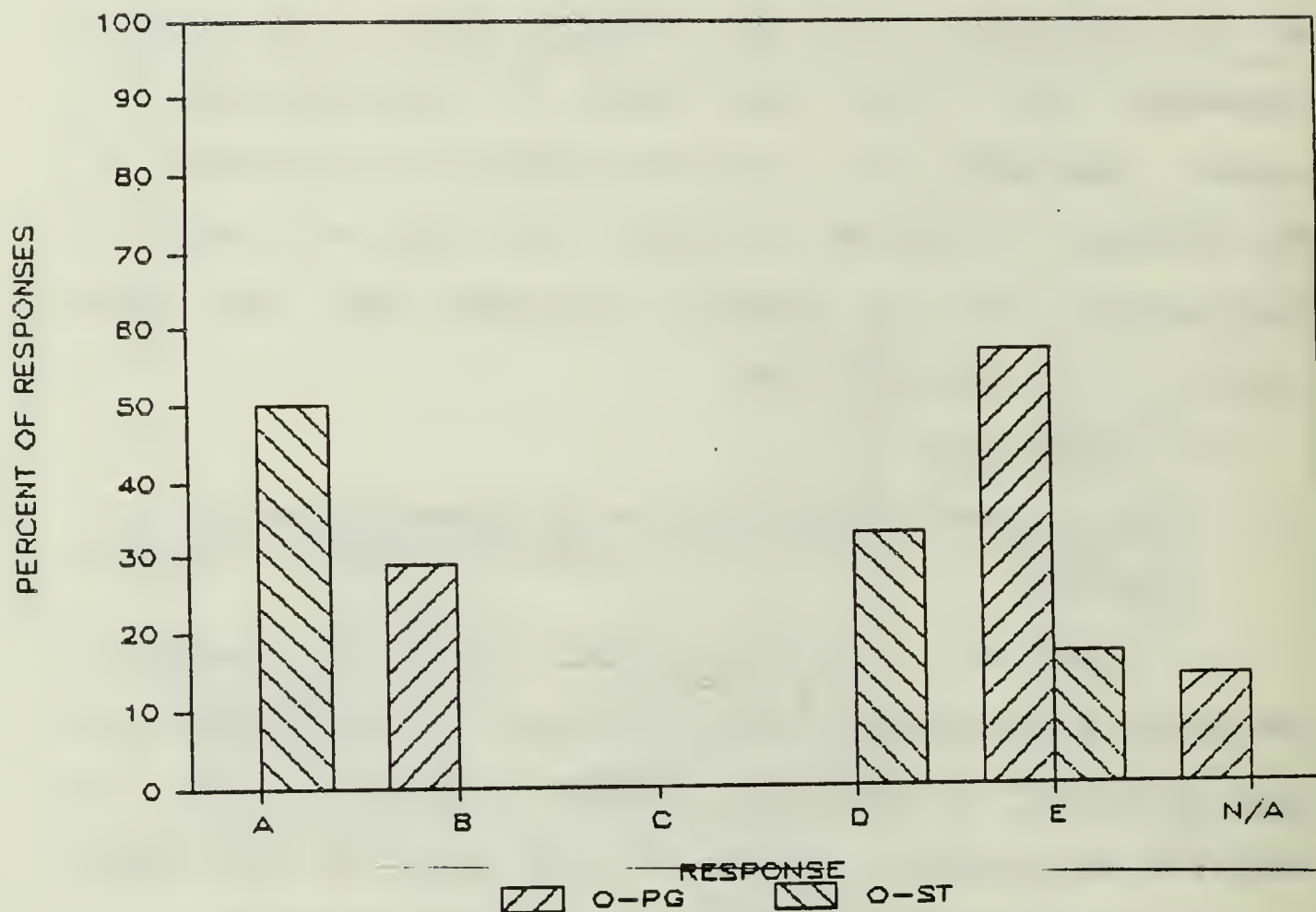
discrepancies in their service records. The enlisted were not so emphatic. At NRC Pacific Grove, 20 percent responded "Yes", they were aware of discrepancies, 25 percent responded "No", and 55 percent did not answer. At NRC Stockton, 35 percent indicated that they were aware of discrepancies and 65 percent responded that they were unaware of any discrepancies.

3. Question 4

4. Did you receive notification of discrepancies in (A) or (B) by . . . ? Five multiple choice responses provided.

Question 4 was a multiple-choice question; responses A through D presented methods of notification of discrepancies. E indicated "Other". Question 4 on the modified questionnaire asked the same question, but asked if there had been notification of any discrepancies. The responses from the two questionnaires were compiled together. The hypothesis was that the officers were aware because they had been notified by the record keeping activity and the enlisted were aware of discrepancies in their service records because they had found out about them on their own.

Officers' responses at NRC Pacific Grove did not support the hypothesis. As shown in Figure 18, 28 percent of the officers responded that they had been notified by their supervisor (B), 58 percent answered (E)--"Other"--all of those respondents stated they had not been notified.



O-PG--Officer Pacific Grove

O-ST--Officer Stockton

Question 4. Did you receive notification of discrepancies in (A) or (B) by:

Responses

A. The record keeping activity

D. Found out on your own

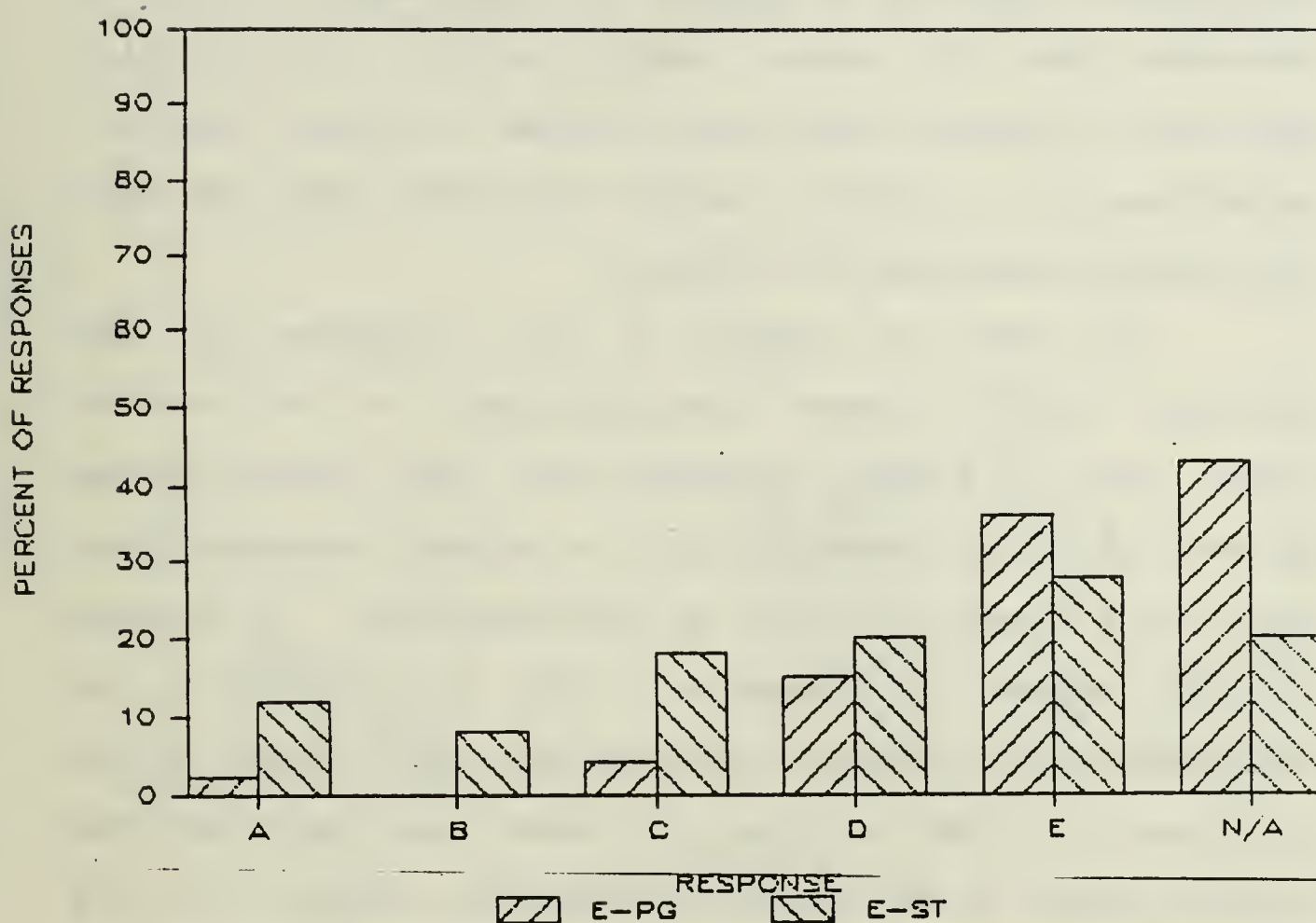
B. Your immediate supervisor

E. Other \_\_\_\_\_

C. Station keeper (NRC)  
PN/YN/Civilian

N/A No answer

Figure 18  
Distribution of Officer Responses to Question 4



E-PG--Enlisted Pacific Grove

E-ST--Enlisted Stockton

Question 4. Did you receive notification of discrepancies in (A) or (B) by:

Responses

A. The record keeping activity

D. Found out on your own

B. Your immediate supervisor

E. Other \_\_\_\_\_

C. Station keeper (NRC)  
PN/YN/Civilian

N/A No answer

Figure 19

Distribution of Enlisted Responses to Question 4

Fourteen percent did not answer the question. Responses by NRC Stockton officers do support the hypothesis; 50 percent responded that the record keeping activity (A) notified them and 32 percent had been notified by their immediate supervisor (B). Eighteen percent indicated they had been notified by answering (E)--"Other".

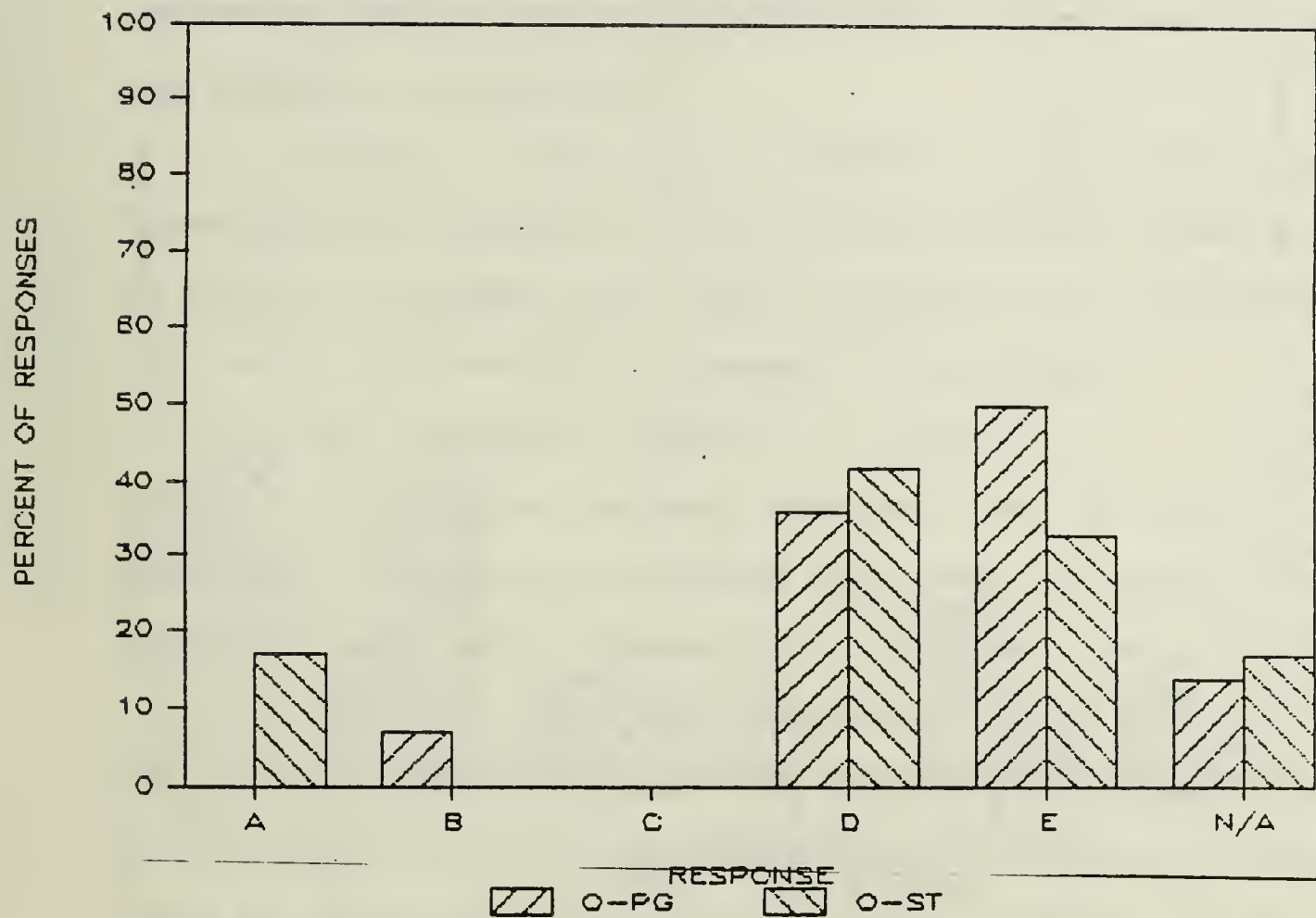
As seen in Figure 19, the responses by the enlisted did not support the hypothesis at NRC Pacific Grove. Only 15 percent responded that they "Found out on my own" (D). By answering (E), 38 percent responded that they had not been notified of discrepancies. 42 percent did not answer the question. Only 20 percent of the enlisted at NRC Stockton responded that they "Found out on their own". At NRC Stockton, the record keeping PN and the station keeper PN are the same person, so responses (A)--12 percent and (C)--18 percent should be combined for a total of 30 percent. Eighteen percent did not answer the question.

#### 4. Question 5

5. To your knowledge, has action been taken to correct these (discrepancies)? Five multiple choice responses are listed.

Question 5, which is also concerned with the members' knowledge of discrepancies in their service records, asks more specifically about action taken to correct these discrepancies. The multiple-choice responses list those personnel who could be taking corrective action.





O-PG--Officer Pacific Grove

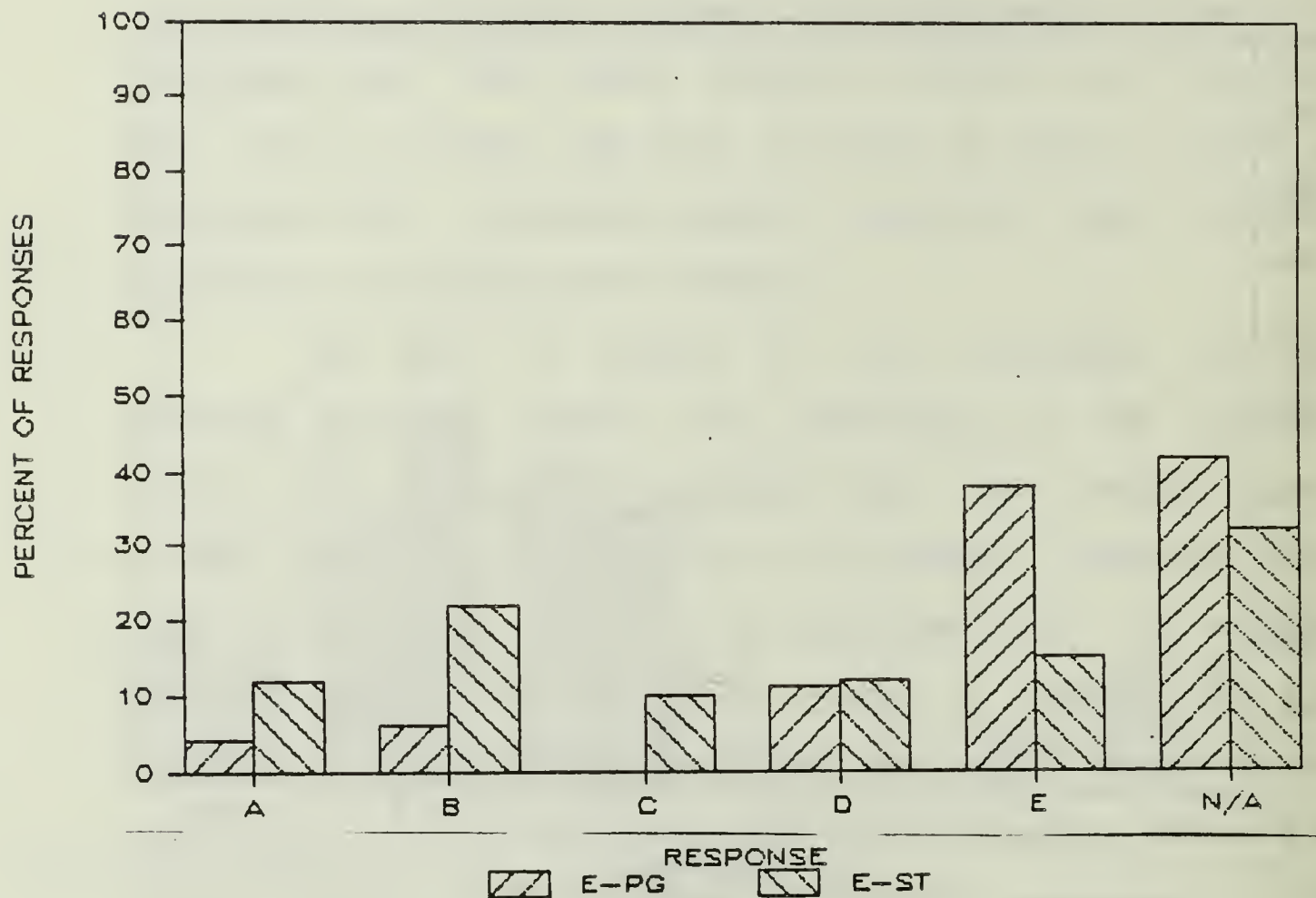
O-ST--Officer Stockton

Question 5. To your knowledge, has action been taken to correct these:

Responses

- |  |                |
|--|----------------|
| A. By the record keeping activity          | D. By you      |
| B. By the station keeper YN/PN<br>Civilian | E. Other _____ |
| C. By your immediate supervisor            | N/A No answer  |

Figure 20  
Distribution of officer Responses to Question 5



E-PG--Enlisted Pacific Grove

O-ST--Enlisted Stockton

Question 5. To your knowledge, has action been taken to correct these:

Responses

A. By the record keeping activity

D. By you

B. By the station keeper YN/PN  
Civilian

E. Other \_\_\_\_\_

N/A No answer

C. By your immediate supervisor

Figure 21  
Distribution of Enlisted Responses to Question 5

Response E asks for "Other" answers. All "Other" answers indicated that no action had been taken. This question did not generate a hypothesis.

Figure 20 shows that 51 percent of the NRC Pacific Grove officers indicated that no action had been taken (E), 35 percent responded that they had taken action themselves (D), and 12 percent did not answer the question.

NRC Stockton officers responded in a similar manner. Thirty-three percent answered that no action had been taken, 42 percent responded that they had taken action themselves (D), and 17 percent did not answer the question.

Figure 21 shows that 38 percent of the enlisted at NRC Pacific Grove indicated that no action had been taken by answering (E), 11 percent responded that action had been taken by their immediate supervisor (C). Forty-two percent did not answer the question at NRC Stockton, responses (A) and (B) were again combined because the record keeping PN and station keeper are the same person. The total of the responses to (A) and (B) should be 34 percent; 15 percent of the responses (E) indicated that no action was taken, and 32 percent of the respondents did not answer the question.

##### 5. Question 6

6. Please list any major discrepancies you know are not listed. Please state if you know that one of these is not a discrepancy.

This question provided respondents the opportunity to relate any discrepancies that had not been listed on the

Review Form attached to their questionnaires. Members who filled out the modified questionnaire were asked to list any discrepancies of which they were aware.

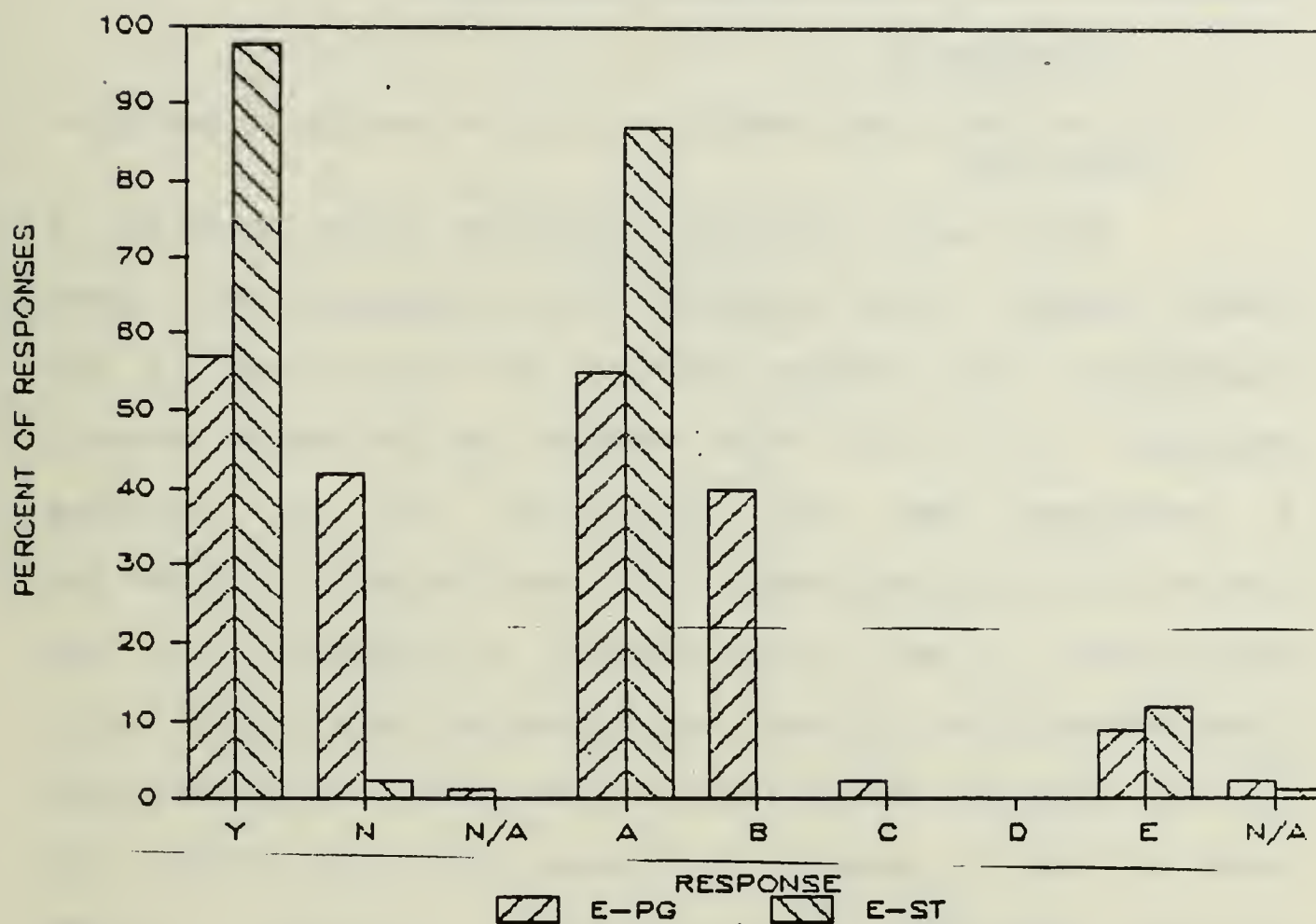
The officers at NRC Stockton who did not have record reviews, did not list the discrepancy they had identified in Question 3. At both centers the responses to Question 6 only reemphasized discrepancies already noted in Questions 2 or 3. The only new discrepancy cited was related to a missing Fitness Report--they are not kept in local service records.

Again, the enlisted did not list discrepancies previously identified in Question 3. At NRC Pacific Grove, the discrepancies are around the missing information or documents they had attempted to correct. These documents included rebuttals to evaluations, award recommendations, military leadership exams, etc. At NRC Stockton, the information missing or discrepancies all centered around training--ACDUTRA orders missing and missing page 3s.

#### D. ANALYSIS OF QUESTIONNAIRE RESPONSES, CATEGORY III

The three questions in Category III were distributed throughout the questionnaire. Responses to questions 8, 14, and 17 answered the question, "What are Naval Reservists' attitudes toward the accessibility of their service records?" Responses to Question 14 reflected perceptions of the PERSUPPDET/PASS concept. Question 17 was directed to supervisors. The general hypothesis was





O-PG--Officer Pacific Grove

O-ST--Officer Stockton

Question 8. Do you feel your service record is easily accessible?  
State why.

Responses

Y. Yes

N. No

A. It is located nearby

D. It is not important to me

B. It is located too far away

E. Other \_\_\_\_\_

C. It is out of bounds to me

N/A No answer

Figure 22  
Distribution of Officer Responses to Question 8

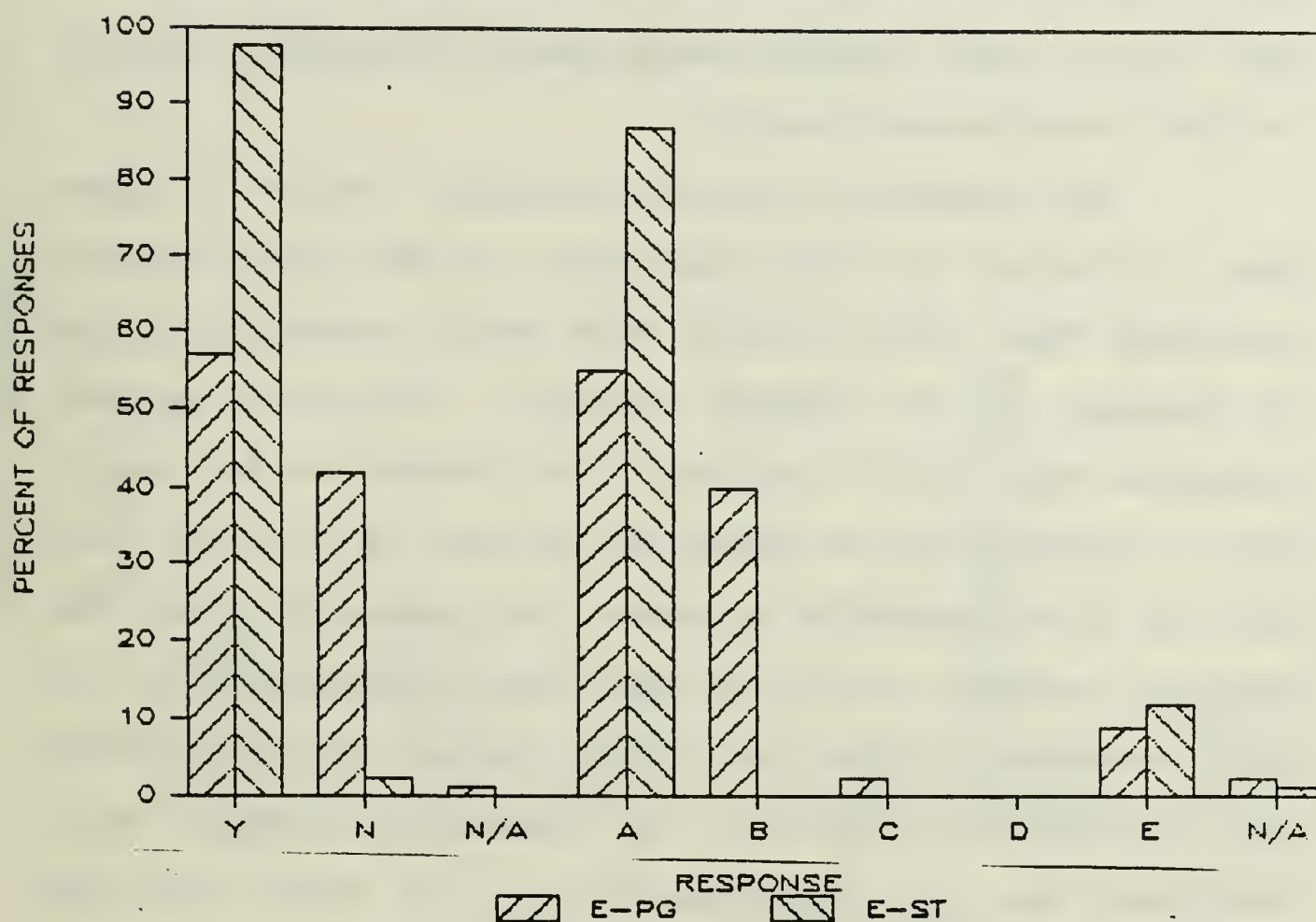
that differences in attitude would be related to the location of the record keeping activities.

1. Question 8

8. Do you feel your service record is easily accessible?  
State why.

This was a two-part question which required a Yes/No answer, then provided five responses for those respondents who answered "No" to the first part of the question. A, B, and C were reasons for the Yes/No answer, D indicated that the respondent did not perceive accessibility as important, and E was "Other"--provided the opportunity to add other reasons or comments. It was hypothesized that officer respondents at NRC Pacific Grove and NRC Stockton would respond that their service records were not easily accessible because they were located far away--at PERSUPPDET Treasure Island. As shown in Figure 22, 100 percent of the officers at NRC responded "No", they did not feel their service records were easily acceptable. Seventy-five percent of the officers at NRC Stockton also responded "No". Eighty-six percent of the officers at NRC Pacific Grove and NRC Stockton indicated B--"It is located too far away."

It was hypothesized that a majority of enlisted NRC Pacific Grove would respond "No", to the question, "Do you feel your service record is easily accessible?" and give B--"It is located too far away," as the reason. The



E-PG--Enlisted Pacific Grove

O-ST--Enlisted Stockton

Question 8. Do you feel your service record is easily accessible?  
State why.

Responses

Y. Yes

N. No

A. It is located nearby .

D. It is not important to me

B. It is located too far away

E. Other \_\_\_\_\_

C. It is out of bounds to me

N/A No answer

Figure 23  
Distribution of Enlisted Responses to Question 8

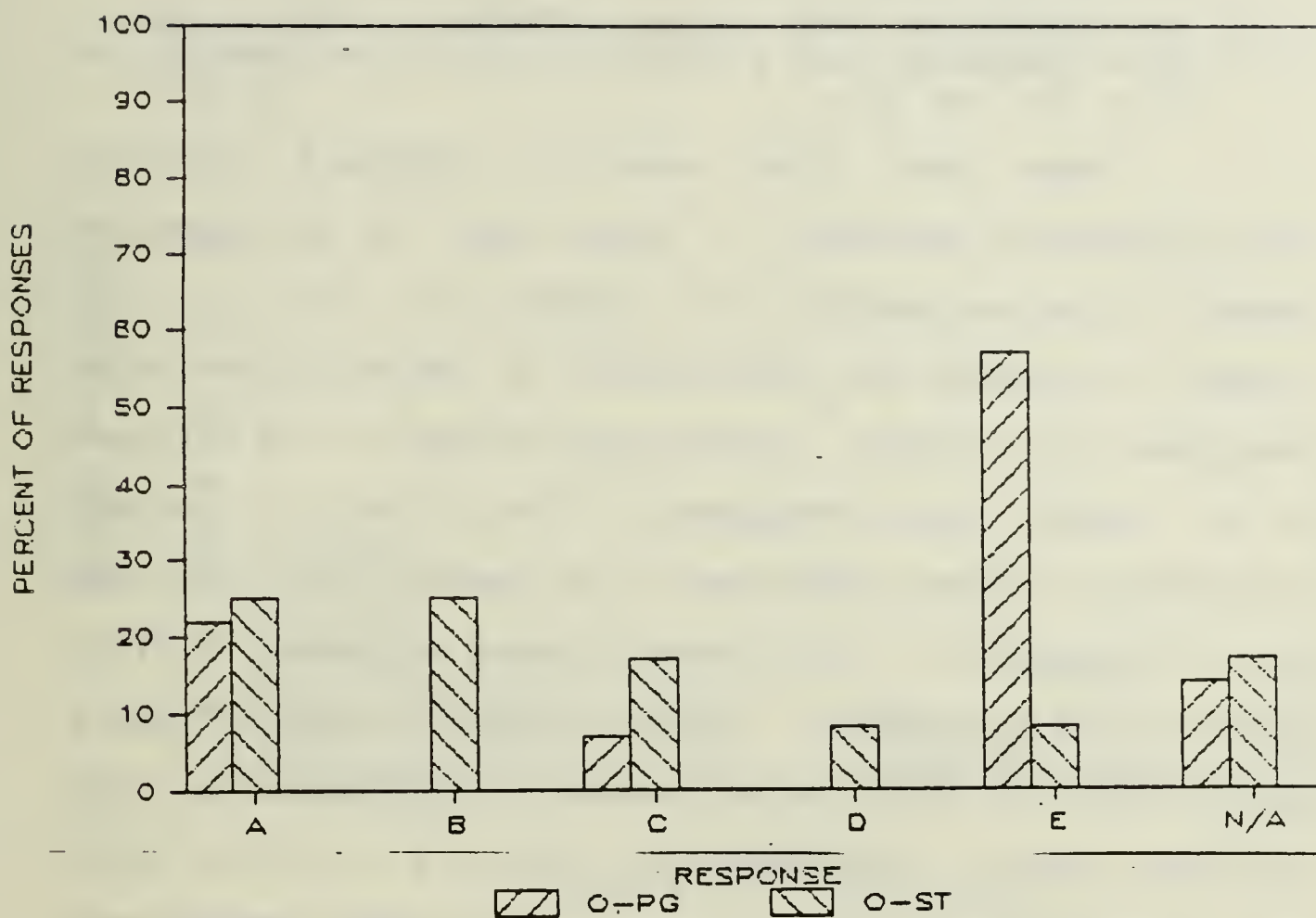


service records are maintained at PERSUPPDET Monterey. It was predicted that enlisted at NRC Stockton would indicated that "Yes", their records were easily accessible because A--"They were located nearby".

The hypothesis was not validated. Figure 23 shows that 57 percent of the respondents at NRC Pacific Grove responded "Yes, their records were easily accessible", and "A because it is located nearby". Forty-two percent responded "No", and "B because it is located too far away." These responses can be explained in part by the fact that the PN1 from PERSUPPDET Monterey has regularly taken the enlisted service records to the Naval Reserve Center on drill weekends, stopped for a short period of time, and has just resumed the practice. An interesting comment by a respondent who had responded "No" to the first part was "there were strange attitudes about reservists at the PERSUPPDET".

Ninety-eight percent of the enlisted respondents at NRC Stockton indicated that "Yes", their service records are accessible. Of those respondents, 87 percent selected A--"located nearby" as the reason, 12 percent indicated "Other" reasons. Reasons listed under "Other" at NRC Stockton were that the unit Career Counselor could get to the service records or that the members had written authorization to see them. Even though the service records are maintained on site, people do not have unlimited access to the service record office.





O-PG--Officer Pacific Grove

O-ST--Officer Stockton

Question 14. The PERSUPPDET/PASS concept affects me: ..... Please explain C, D, or E.

#### Responses

A. Not at all

D. Very much--to my benefit

B. Very little

E. Very much--not to my benefit

C. Some--sometimes to my benefit  
and sometimes not .....

N/A No answer

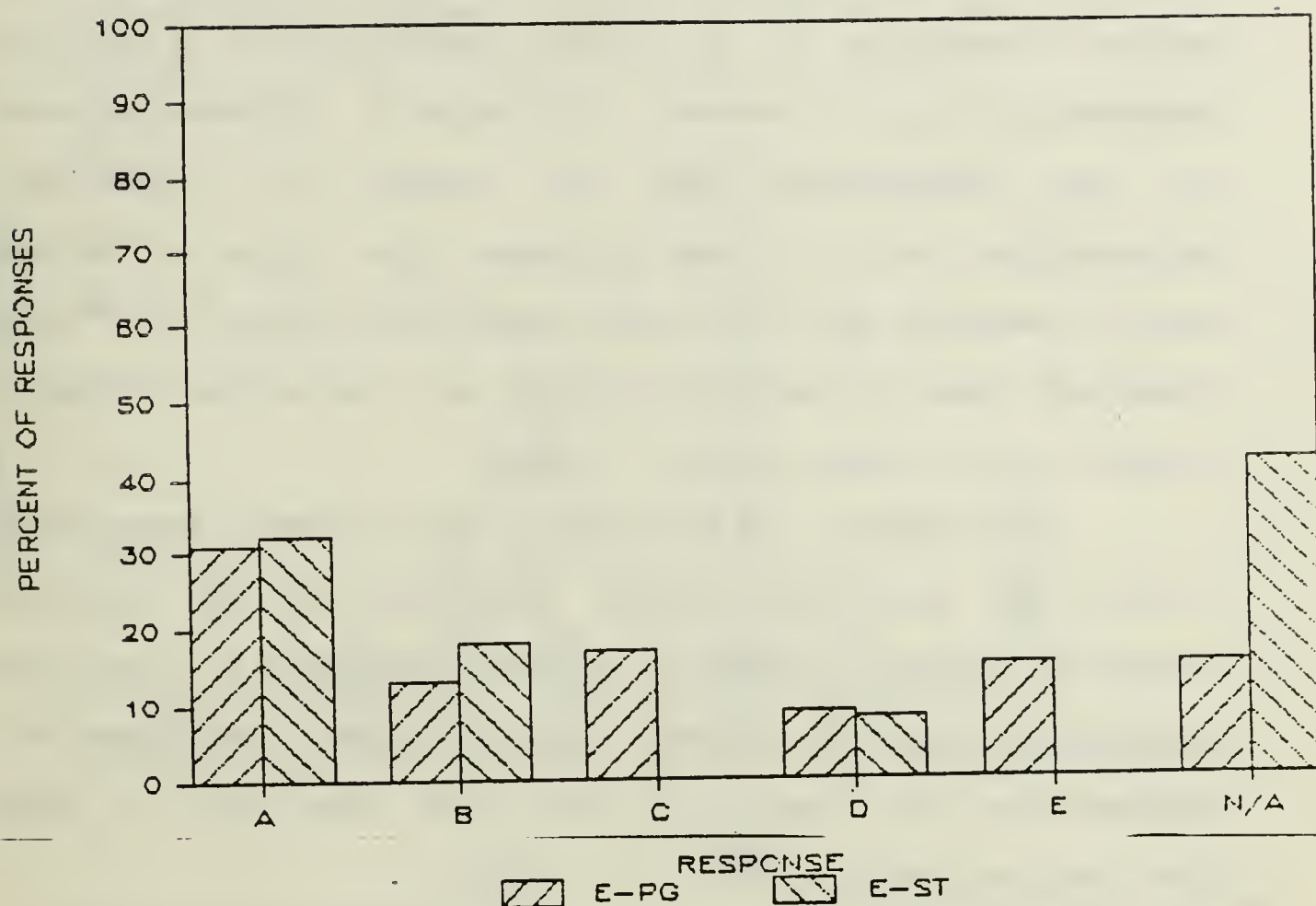
Figure 24

Distribution of Officer Responses to Question 14

2. Question 14

14. The PERSUPPDET/PASS concept affects me: There were five responses and a request for an explanation of (C), (D), or (E).

There were five possible responses to this multiple-choice question. A second part of the question asked for an explanation of response (C), (D), or (E). Figure 24 depicts the distribution of the multiple-choice responses for officers. Twenty-two percent of the officers at NRC Pacific Grove responded A--"Not at all"; 7 percent responded C--"Some--sometimes to my benefit and sometimes not to my benefit". Fifty-seven percent responded E--"Very much--not to my benefit." Explanations of response C and E were that the PASS system makes it difficult to view enlisted records, and especially difficult to review their own. Two officers did not know what the PASS system was. Twenty-five percent of the officers at Stockton responded A--"Not at all", 25 percent responded B--"Very little", 17 percent responded C--"Some--sometimes to my benefit and sometimes not . . .", 8 percent responded D--"Very much--to my benefit", and 8 percent E--"Very much--not to my benefit". Explanations of C, D, and E were almost unanimous, "I do not understand the PASS system." However, the one response which was different stated that even though it was somewhat inaccessible, the people were always courteous when he/she got there.



E-PG--Enlisted Pacific Grove

E-ST--Enlisted Stockton

Question 14. The PERSUPPDET/PASS concept affects me: ..... Please explain C, D, or E.

#### Responses

A. Not at all

D. Very much--to my benefit

B. Very little

E. Very much--not to my benefit

C. Some--sometimes to my benefit and sometimes not.....

N/A No answer

Figure 25  
Distribution of Enlisted Responses to Question 14

Figure 25 shows the enlisted at NRC Pacific Grove responding to the question with 31 percent indicating A, 13 percent responding B, 17 percent indicating C, 9 percent responding D, and 15 percent indicating E. Fifteen percent of the respondents did not answer the question. Explanations for C, D, and E ranged from "gives me better service because they have more technical people" and "more concerned about my service records" to "the system stinks." Comments were almost equally divided.

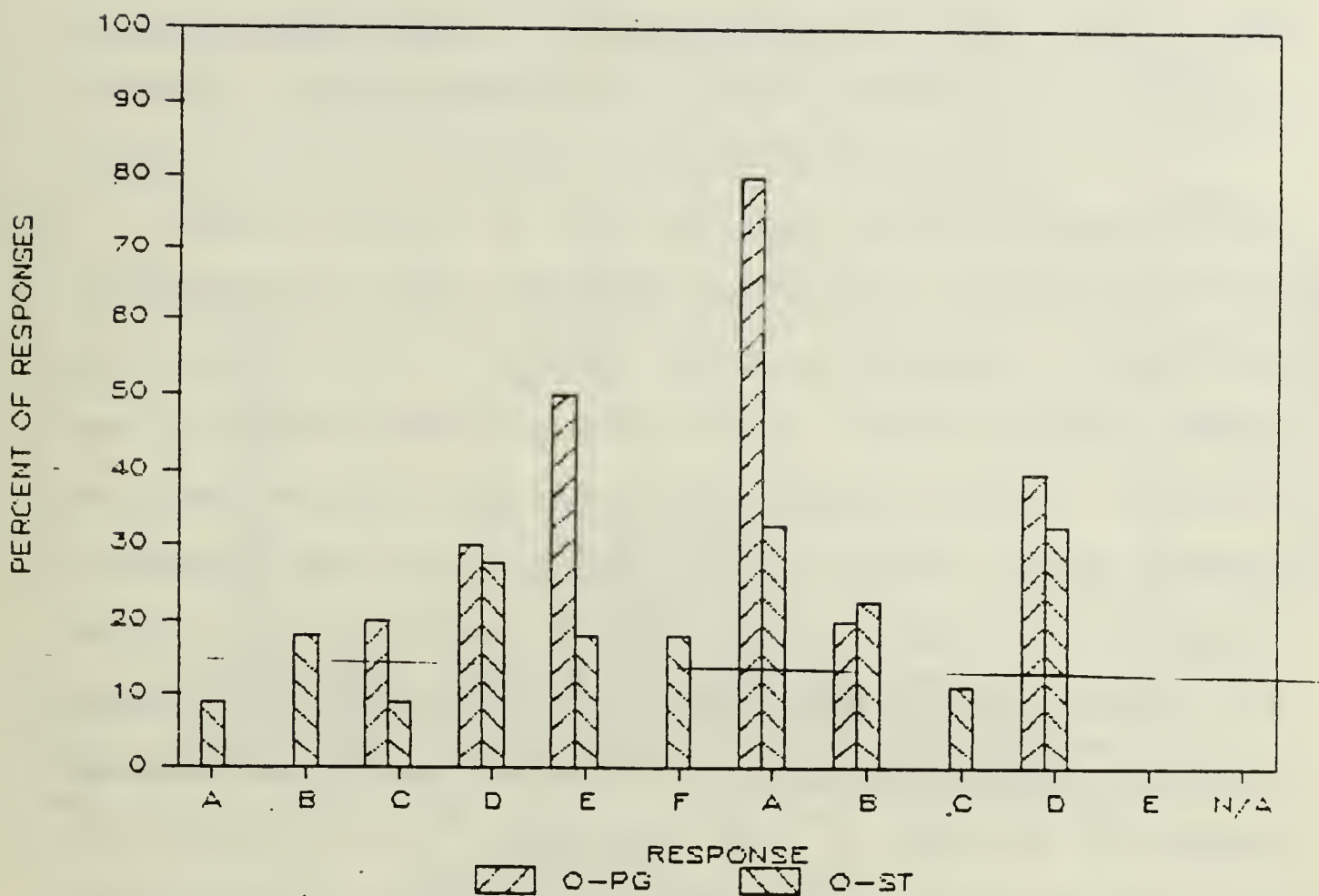
The percent of enlisted at NRC Stockton responding A--"Not at all" was almost identical to NRC Pacific Grove--32 percent. Eighteen percent responded B, 8 percent indicated D, and 42 percent did not answer the question. Explanations for response D were that they did not know what the PASS system was.

### 3. Question 17

17. As a Naval Reserve supervisor, how often do you typically review service records of personnel who work for you in your unit? If you do review records, what is the biggest problem of access?

This two part question was to be answered only by supervisors. The hypothesis was that supervisors at NRC Stockton would review service records more often than supervisors at NRC Pacific Grove. In the first part of the question, five responses indicated how often supervisors reviewed the records. The sixth response, F, was used by respondents to indicate that they were not supervisors. The second part of the question addressed the problem of





O-PG--Officer Pacific Grove

O-ST--Officer Stockton

Question 17. As a Naval reserve supervisor, how often do you typically review records of personnel who work for you in your unit? ... If you do review records what is the biggest problem of access?

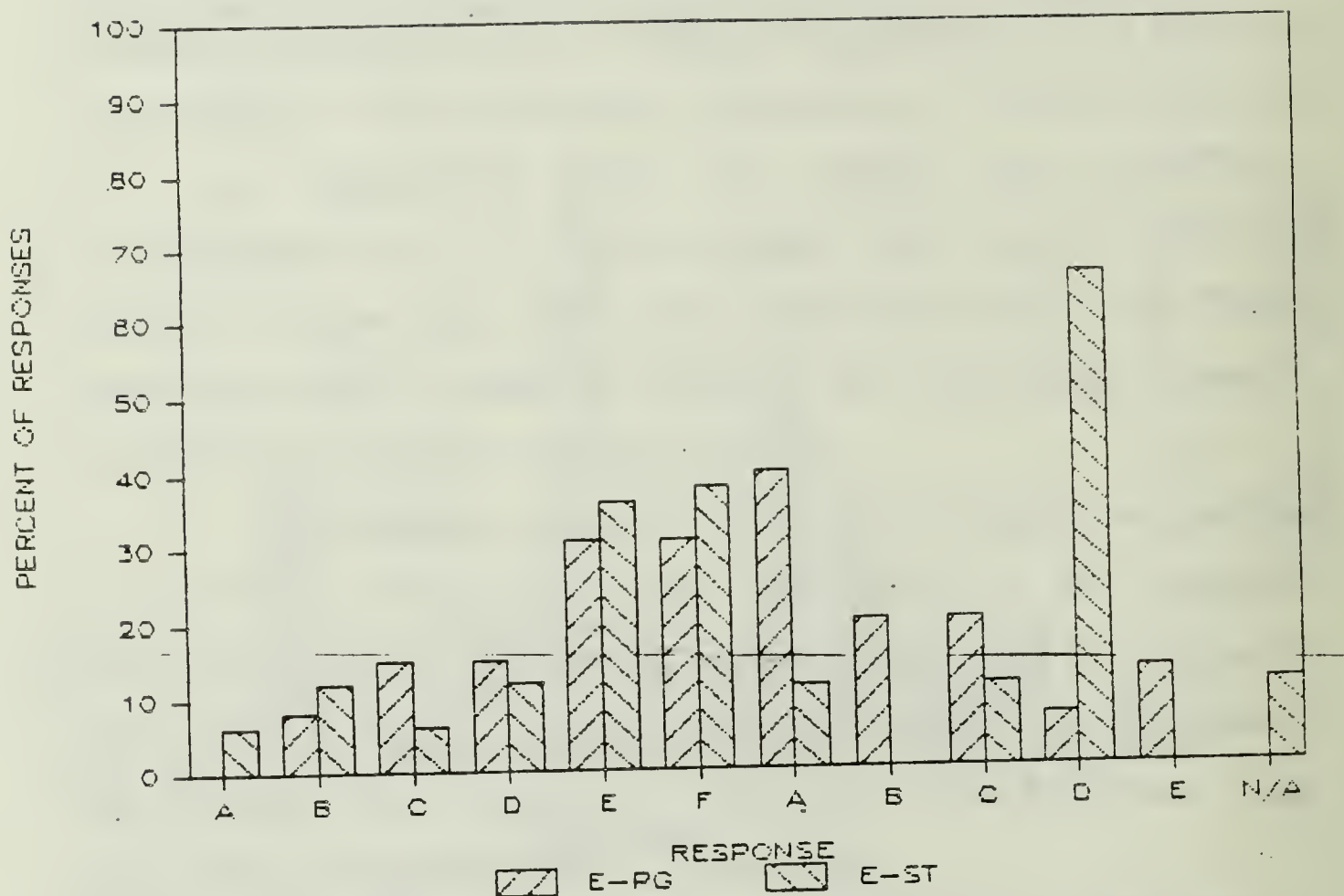
Responses

- |                        |                |
|------------------------|----------------|
| A. Once a month        | D. Once a year |
| B. Once a quarter      | E. Never       |
| C. Once every 6 months | F. Other _____ |

.....

- |                                |                |
|--------------------------------|----------------|
| A. Record located too far away | D. None        |
| B. Don't have time to review   | E. Other _____ |
| C. Don't understand how ...    | N/A No answer  |

Figure 26  
Distribution of Officer Responses to Question 17



E-PG--Officer Pacific Grove

E-ST--Enlisted Stockton

Question 17. As a Naval reserve supervisor, how often do you typically review records of personnel who work for you in your unit? ... If you do review records what is the biggest problem of access?

Responses

A. Once a month

D. Once a year

B. Once a quarter

E. Never

C. Once every 6 months

F. Other \_\_\_\_\_

.....

A. Record located too far away

D. None

B. Don't have time to review

E. Other \_\_\_\_\_

C. Don't understand how

N/A No answer

Figure 27

Distribution of Enlisted Responses to Question 17

access of those records for review. It was to be answered only by supervisors. The responses included, "None", and "Other". Distribution of officer responses is found in Figure 26, and of enlisted responses in Figure 27.

Twenty percent of the officers at NRC Pacific Grove responded that they reviewed personnels' records one every six months (C), 30 percent reviewed them one a year (D), and 50 percent never reviewed them. At NRC Stockton, where enlisted service records are maintained on site, 9 percent responded once every month (A), 18 percent review records once a quarter (B), 9 percent review them once every six months (C), and 28 percent review them once a year (D), 18 percent responded "Never" (E), and 18 percent responded that they are not supervisors (F). A total of 36 percent of the officers at NRC Stockton reviewed the records more often than once a year, while only twenty percent of the officers reviewed the records more often than once a year. Thus, the hypothesis was supported by officers.

Eight percent of the enlisted at NRC Pacific Grove responded that they review personnel records once a quarter, 16 percent review them every six months, and 16 percent review them once a year. At NRC Stockton, 6 percent review the records once a month, 12 percent review them once a quarter, 6 percent once every six months, 12 percent once a year, 26 percent never review the records, and 38 percent responded that they are not supervisors. A

total of 24 percent of the respondents at Stockton review the records more often than once a year. Thus, the hypothesis was not supported by enlisted supervisors.

The second part of the question asked supervisors to indicate the major problem of access in reviewing personnels' records. Some respondents selected more than one problem, usually A--"Too far away" and B--"Not enough time".

Eighty percent of the officers at NRC Pacific Grove responded that A--"Too far away" was the major problem, 20 percent responded B--"Not enough time", and 40 percent responded D--"No problems". At NRC Stockton, where enlisted service records are maintained on site, 32 percent of the officers indicated A, 24 percent responded B, 12 percent responded C, and 32 percent responded that there were no problems.

Forty percent of enlisted at Pacific Grove responded that A was a problem, 20 percent responded B, 20 percent selected C, 7 percent indicated that there was not a problem, and 13 percent responded "Other", but gave no explanation. At NRC Stockton, only 11 percent responded that A (distance) was a problem, 11 percent responded C, and 66 percent responded that there was no problem of access. Again, enlisted service records are maintained on site at NRC Stockton.



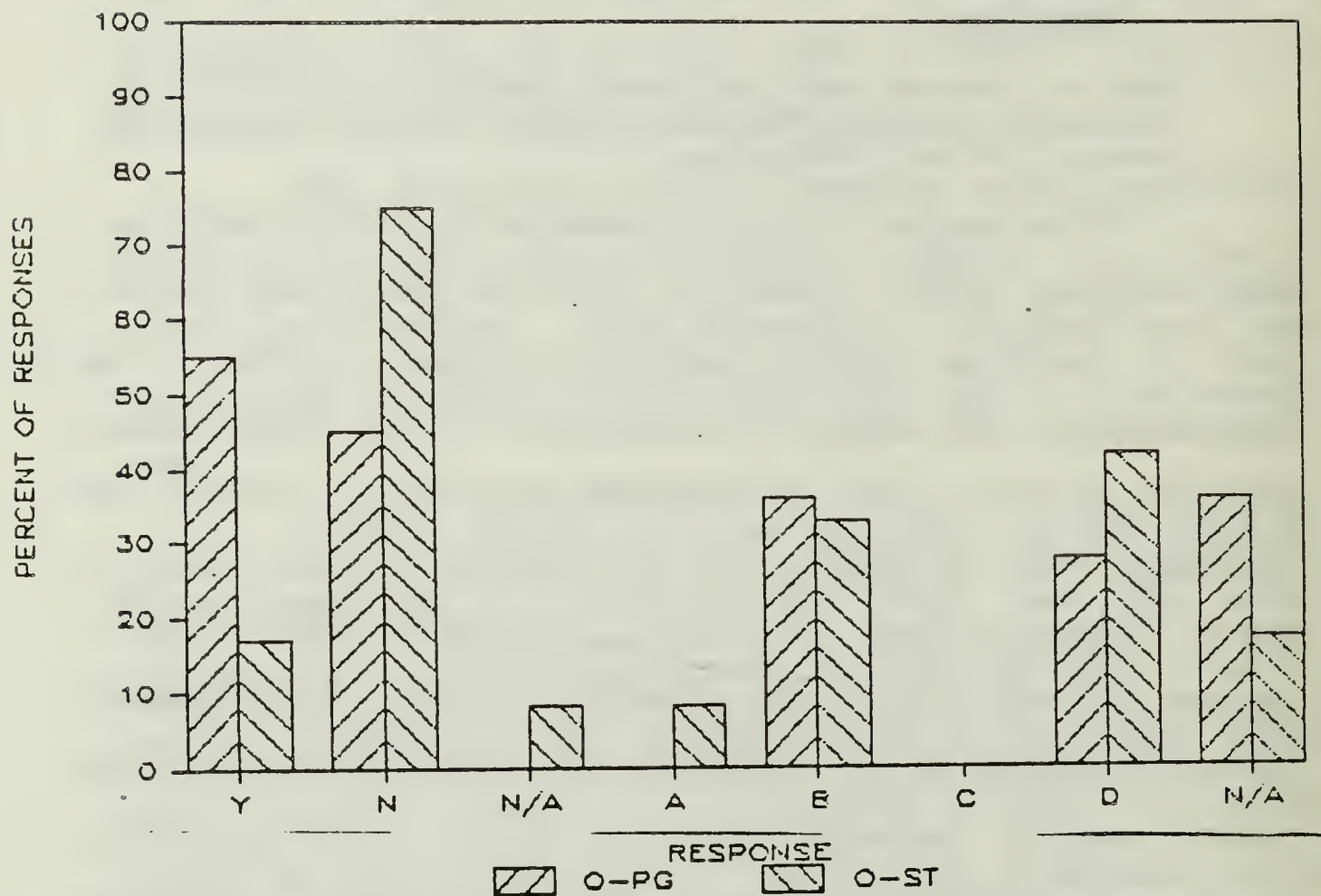
## E. ANALYSIS OF QUESTIONNAIRE RESULTS, CATEGORY IV

### 1. Question 7

7. Did you review your personnel record with a PN/YN as you went on ACDUTRA last year? Please state the reason for not reviewing.

This two-part question required a Yes/No response, then provided three reason for not reviewing the record, and a response that allowed another choice. As hypothesized, the majority of members did not review their service records while on ACDUTRA last year. Figure 28 indicates that 64 percent of the officers at NRC Pacific Grove responded "No", 29 percent responded "Yes", and 7 percent did not answer the question. Seventy-five percent of the officers at NRC Stockton responded "No", 8 percent "Yes", and 8 percent did not answer the question. Responses by enlisted at NRC Pacific Grove were 62 percent "No", 27 percent "Yes", and 6 percent did not answer. Fifty-two percent at NRC Stockton responded "No", and 48 percent responded "Yes". Distribution of responses by enlisted is presented in Figure 29.

As seen in Figures 28 and 29, B--"Review was not offered", and D--"Other" were the responses most frequently indicated by officers and enlisted as the reasons for not reviewing their service records last year. All the comments provided in (D) by offers at both centers indicated that the records were too far away or inaccessible. The majority of enlisted at NRC Pacific



O-PG--Officer Pacific Grove

O-ST--Officer Stockton

Question 7. Did you review your personnel record with a PN/YN as you went on ACDUTRA last year? ..... Please state the reason for not reviewing:

Responses

Y. Yes

N. No

A. Did not have time

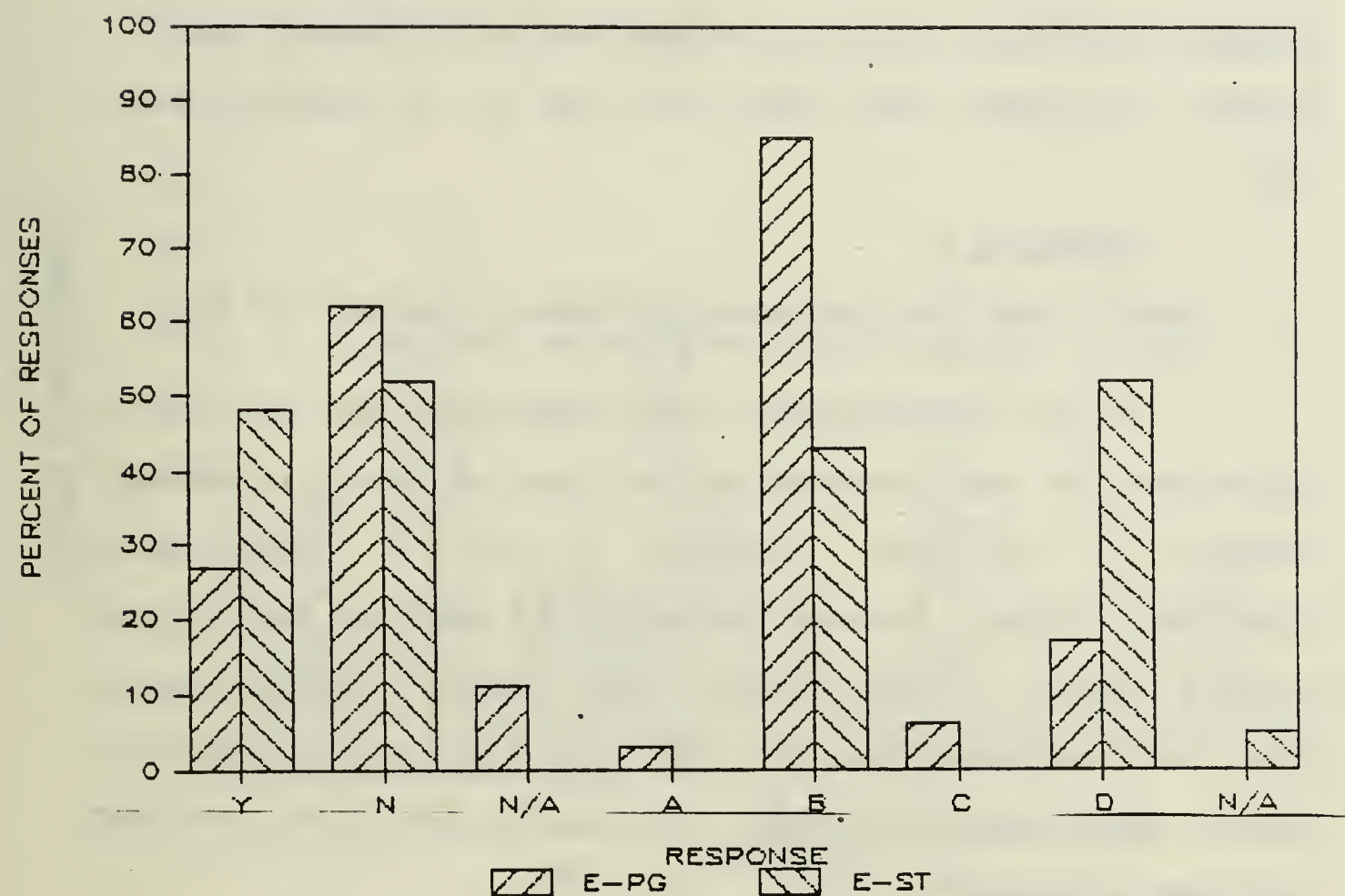
B. Review was not offered

C. Did not think it was important

D. Other \_\_\_\_\_

N/A No answer

Figure 28  
Distribution of Officer Responses to Question 7



E-PG--Enlisted Pacific Grove

E-ST--Enlisted Stockton

Question 7. Did you review your personnel record with a PN/YN as you went on ACDUTRA last year? ..... Please state the reason for not reviewing:

Responses

Y. Yes

N. No

A. Did not have time

B. Review was not offered

C. Did not think it was important

D. Other \_\_\_\_\_

N/A No answer

Figure 29  
Distribution of Enlisted Responses to Question 7

Grove responded B--"Review was not offered". Responses by NRC Stockton enlisted were almost evenly divided--46 percent indicated that the review was not offered, and 51 percent responded that they did not go on ACDUTRA last year.

2. Question 9

9. How do you find out about personnel changes in the Navy? (Please circle as many as you use.)

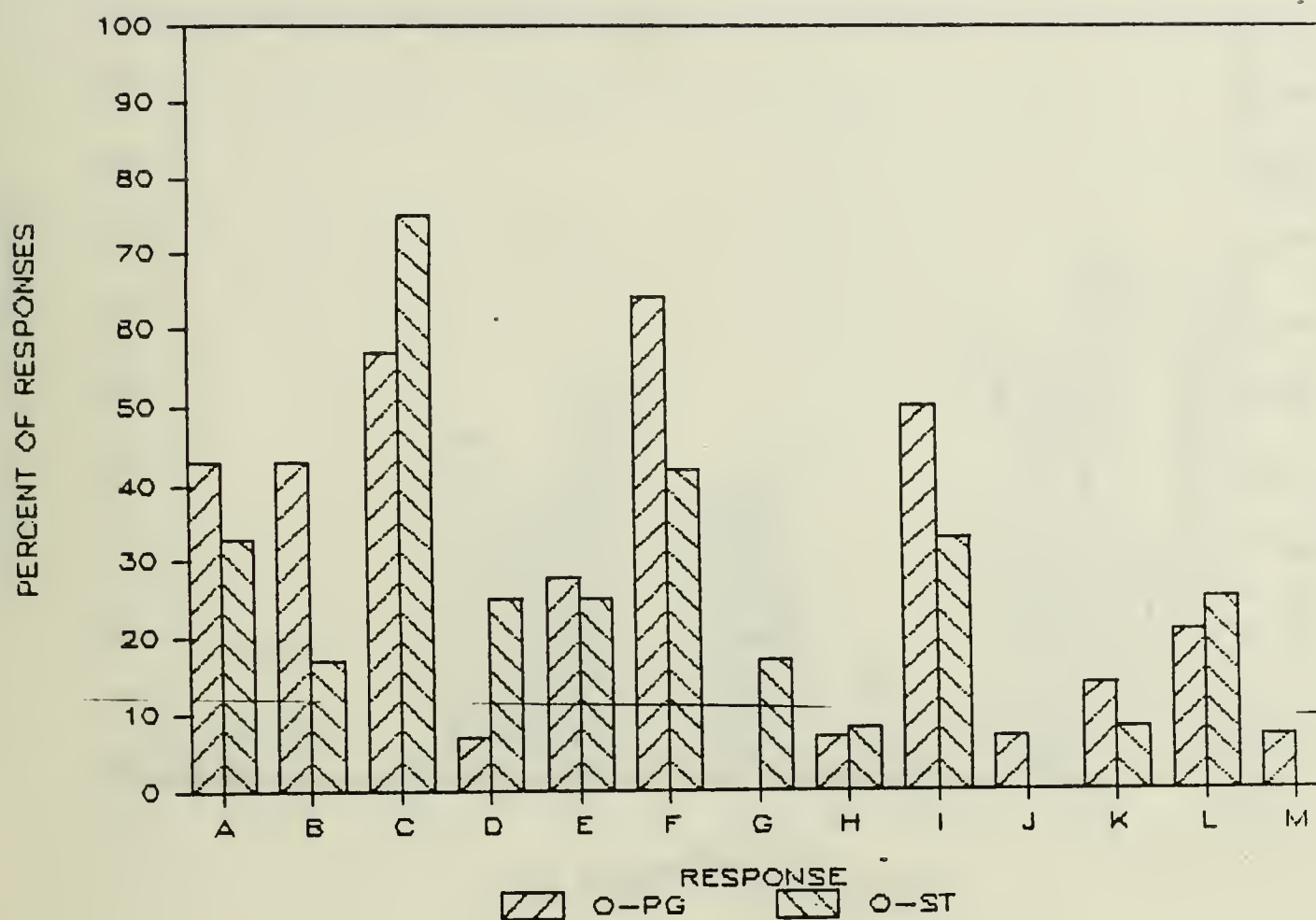
It was hypothesized that Reservists did not avail themselves of many sources of information about personnel changes in the Navy. Figures 30 and 31 prove this hypothesis false. Reserve personnel do read/use all of the sources listed. Those sources most widely read/used were Plan of the Week/Plan of the Day, Quarters, bulletin boards, Naval Reservist News, and used by both officers and enlisted personnel.

3. Question 11

11. How often do you review your service record?

It was hypothesized that the responses D--"Seldom" and E--"Never" would reflect how often officers review their service records. The distribution of responses in Figure 32 does not support this hypothesis. Thirty-six percent of the officers at NRC Pacific Grove responded D--"Seldom" and 14 percent responded E--"Never". However, 36 percent responded C--"Once a year" which was much more often than predicted. Seven percent did not answer the question and 7 percent responded with a comment. One officer commented that "it was just too hard to do it."





O-PG--Officer Pacific Grove

O-ST--Officer Stockton

Question 9. How do you find out about personnel changes in the Navy?  
(Please circle as many as you use.)

Responses

A. POW/POD

B. Quarters

C. Word of mouth

D. Signal

E. Perspective/Link

F. Navy Times

G. Reading Navy manuals

H. Bulletin boards

I. Naval Reservist News

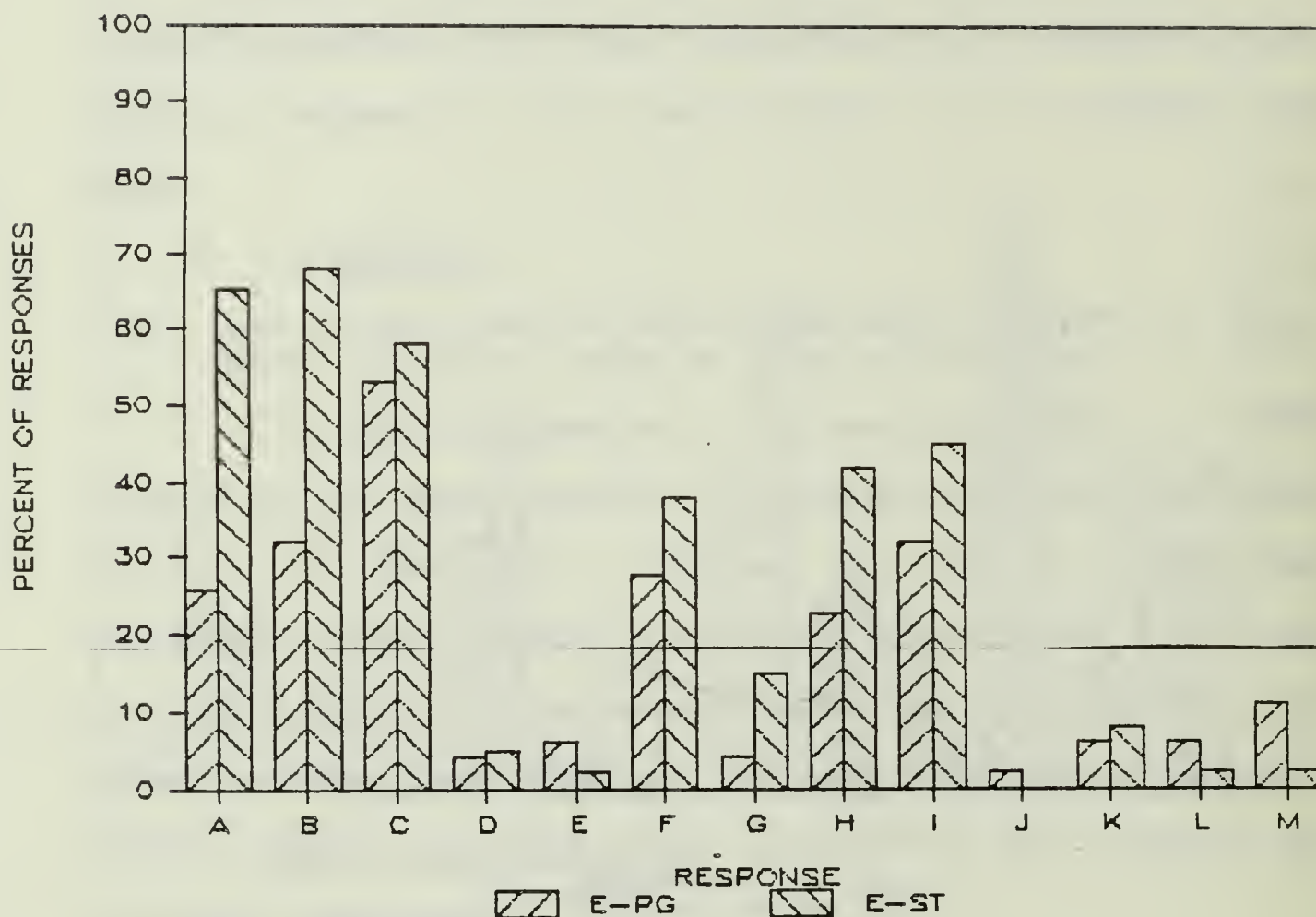
J. PSD flyer

K. NRC flyer

L. Other \_\_\_\_\_

M. Not really well informed

Figure 30  
Distribution of Officer Responses to Question 9



E-PG--Enlisted Pacific Grove

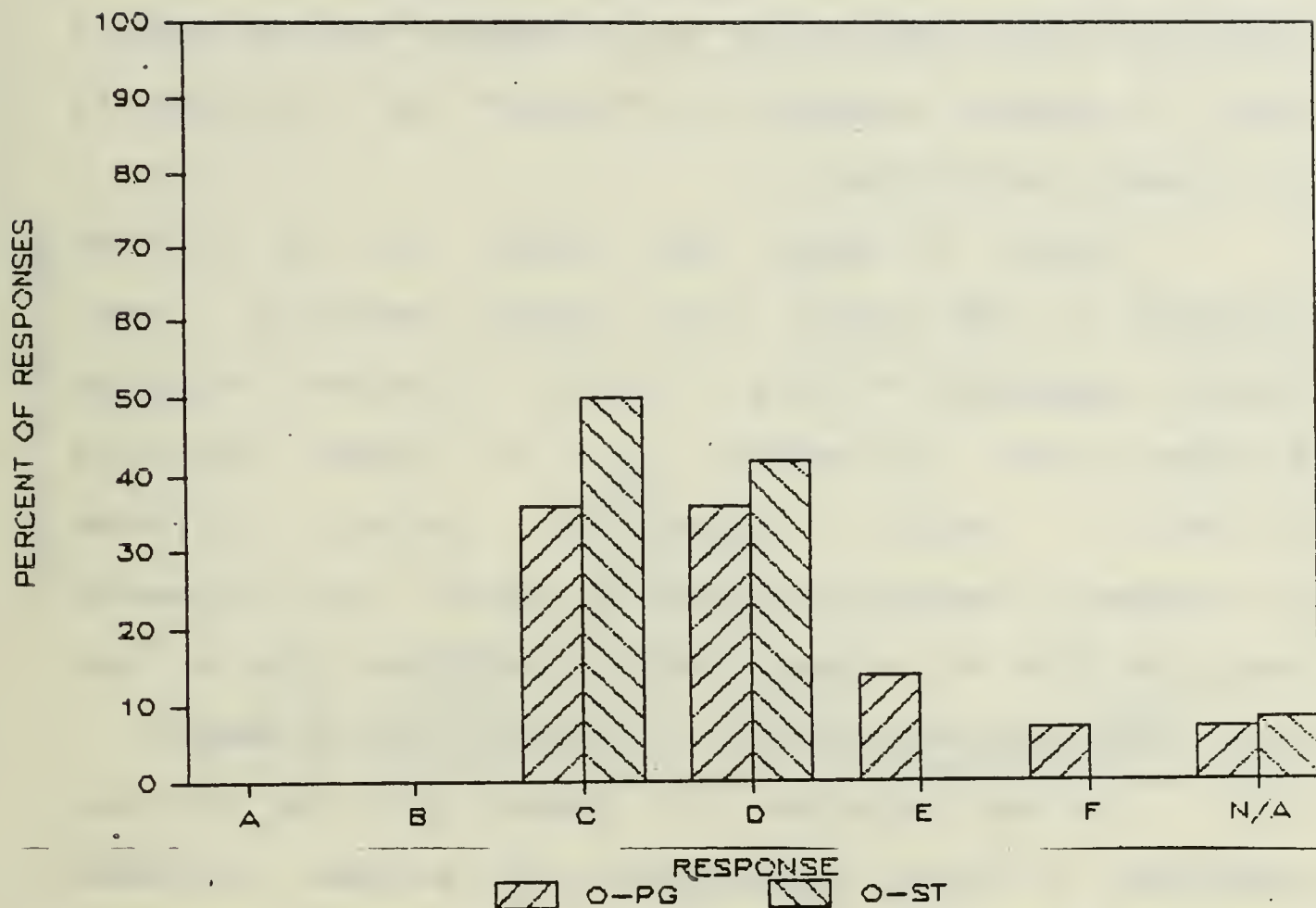
E-ST--Enlisted Stockton

Question 9. How do you find out about personnel changes in the Navy?  
(Please circle as many as you use.)

Responses

- |                            |                                |
|----------------------------|--------------------------------|
| A. POW/POD                 | G. Reading Navy manuals        |
| B. <u>Quarters</u>         | H. Bulletin boards             |
| C. Word of mouth           | I. <u>Naval Reservist News</u> |
| D. <u>Signal</u>           | J. PSD flyer                   |
| E. <u>Perspective/Link</u> | K. NRC flyer                   |
| F. <u>Navy Times</u>       | L. Other _____                 |
|                            | M. Not really well informed    |

Figure 31  
Distribution of Enlisted Response to Question 9



O-PG--Officer Pacific Grove

O-ST--Officer Stockton

Question 11. How often do you review your service record?

Responses

A. Once a quarter

D. Seldom

B. Once every 6 months

E. Never

C. Once a year

F. Other \_\_\_\_\_

N/A No answer

Figure 32  
Distribution of Officer Responses to Question 11

At NRC Stockton, 50 percent of the officers responded that they review their service records once a year; 42 percent responded D--"Seldom" and 8 percent did not answer the question.

Figure 33 shows that almost half of enlisted personnel at NRC review their records regularly. Seven percent responded A--"Once a month", 17 percent responded B--"Once every six months", and 24 percent responded C--"Once a year". Thirty-eight percent indicated D--"Seldom", 6 percent responded E--"Never", and one member commented that he reviewed his/her record as often as they could find information involving his/her service record.

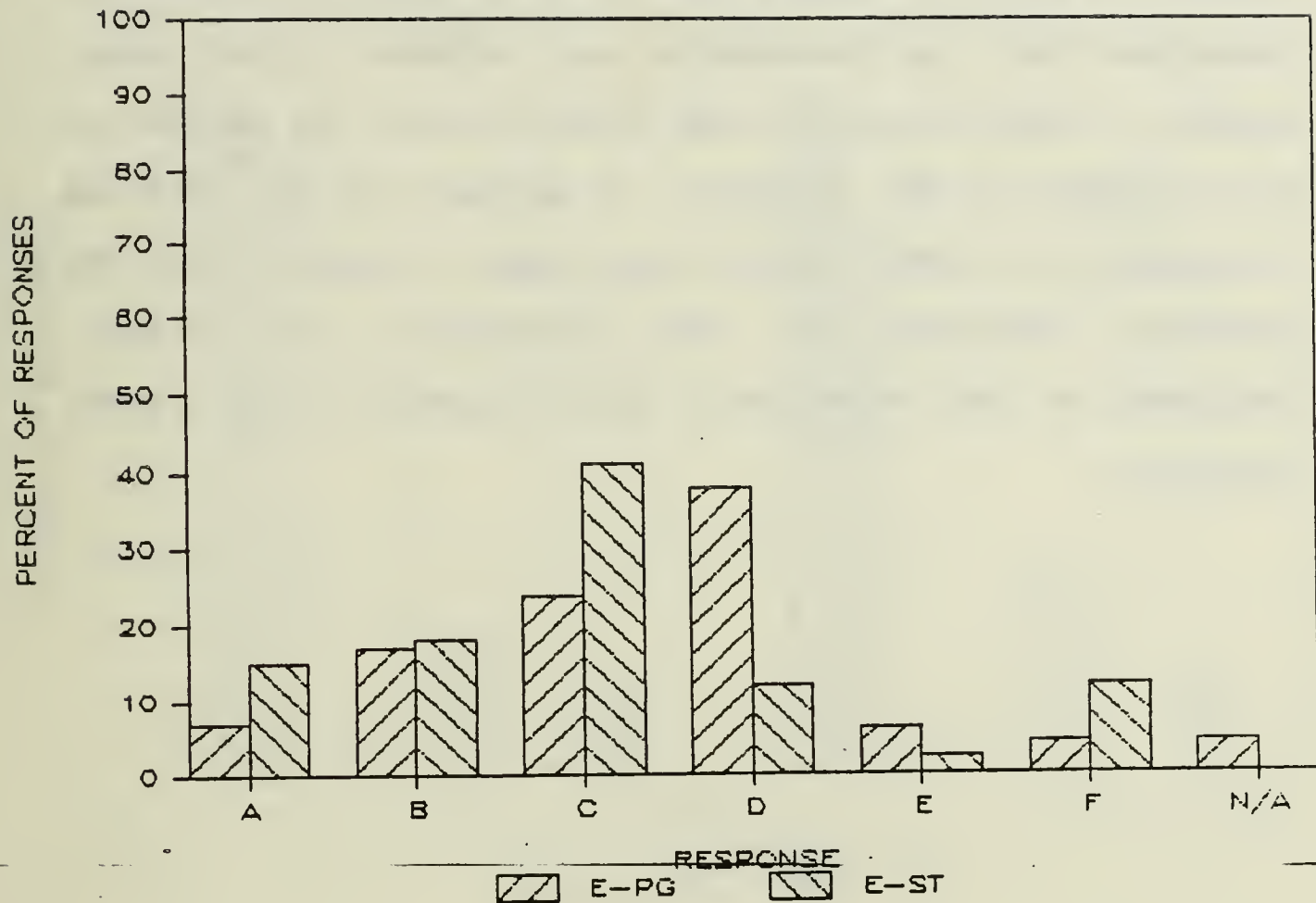
At NRC Stockton, 15 percent of the enlisted responded A--"Once a quarter", 18 percent responded B--"Once every six months", and 40 percent responded C--"Once a year". Thus, a total of 73 percent of the respondents review their records at least once a year. Twelve percent indicated D--"Seldom", 2 percent "Never", and 12 percent "Other". Most members commented that they reviewed their records as often as possible.

#### 4. Question 15

15. The following is a recent address used for mailing for you in your service record. Is it valid? Could you be reached here in time of mobilization?

The purpose of this question was to determine if members provide current and correct personal information in their service records. This information is important for





E-PG--Enlisted Pacific Grove

E-ST--Enlisted Stockton

Question 11. How often do you review your service record?

Responses

A. Once a quarter

B. Once every 6 months

C. Once a year

D. Seldom

E. Never

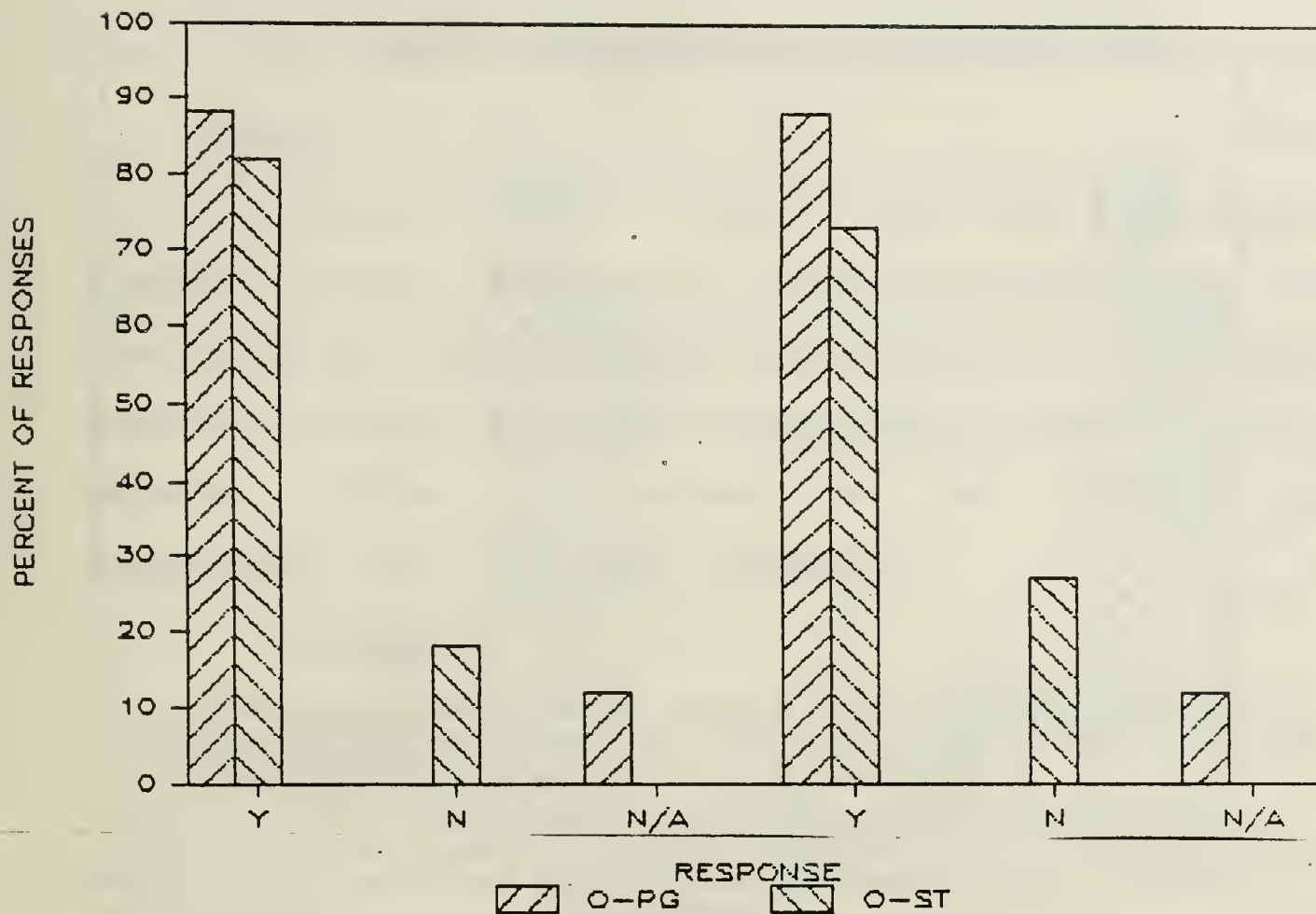
F. Other \_\_\_\_\_

N/A No answer

Figure 33

Distribution of Enlisted Responses to Question 11

purposes of mobilization, recall, and any personal mailing. Figures 34 and 35 indicate that the majority of the members responded that the information was correct: Eighty-eight percent of the officers at NRC Pacific Grove, 82 percent of all officers at NRC Stockton, 69 percent of the enlisted respondents at NRC Pacific Grove and 87 percent at NRC Stockton responded that the information was correct. Responses to the second part of the question were almost identical.



O-PG--Officer Pacific Grove

O-ST--Officer Stockton

Question 15. The following is a recent address used for mailing for you in your service record. Is it valid? ..... Could you be reached here in time of mobilization?

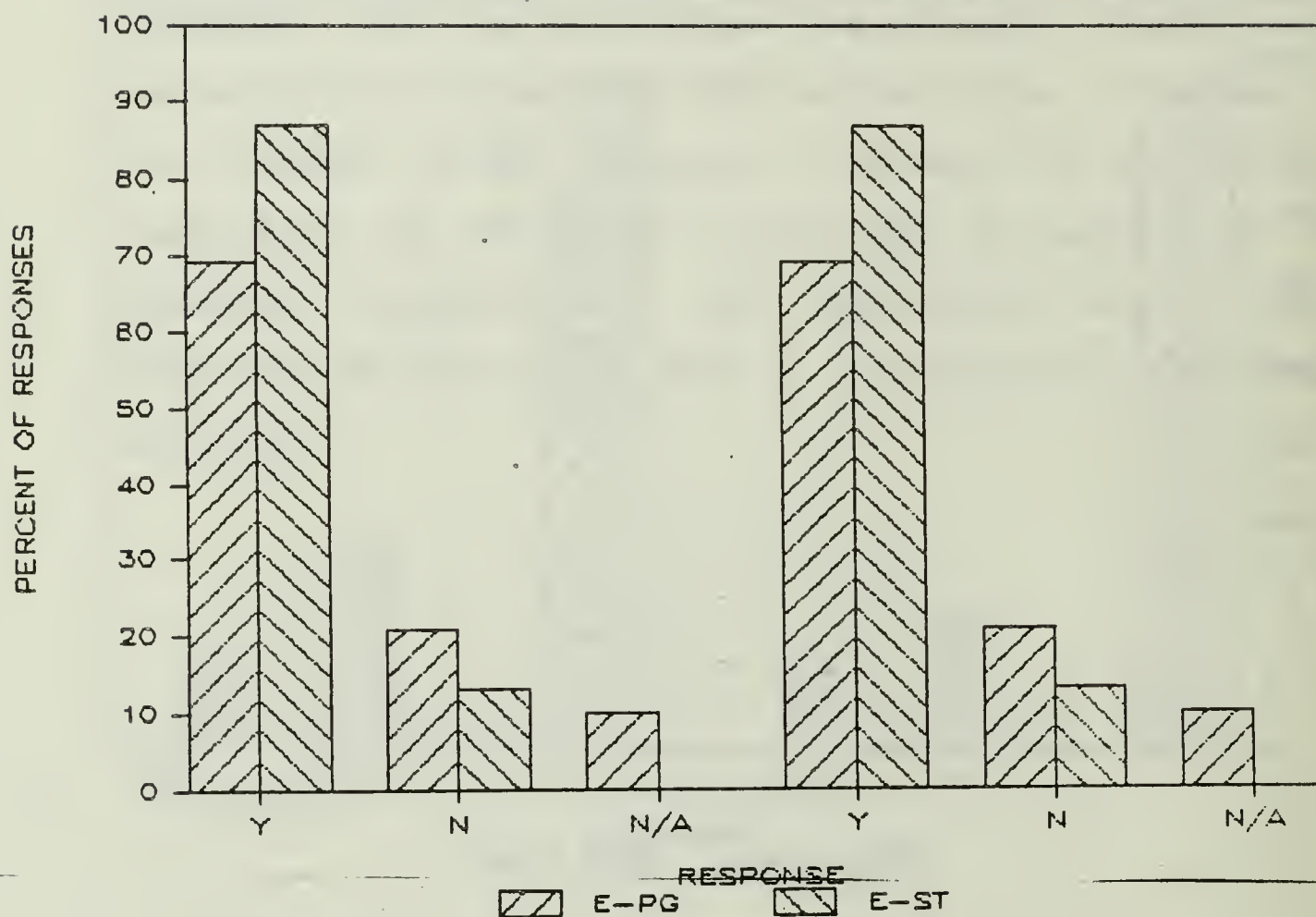
Responses

Y. Yes

N/A No answer

N. No

Figure 34  
Distribution of Officer Responses to Question 15



E-PG--Enlisted Pacific Grove

E-ST--Enlisted Stockton

Question 15. The following is a recent address used for mailing for you in your service record. Is it valid? ..... Could you be reached here in time of mobilization?

Responses

Y. Yes

N/A No answer

N. No

Figure 35  
Distribution of Enlisted Responses to Question 15



## VI. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### A. SUMMARY

The questions asked in this study were answered by reviewing Naval Reservists' service records, and by developing and administering a questionnaire to a selected sample of officers and enlisted personnel attached to Naval Reserve centers. The answers to the questions are summarized in the following statements.

#### 1. Question 1

1. Are there systematic errors of a critical nature in the service records of officers and enlisted personnel in the U.S. Naval Reserve?

Naval Reserve officer records were found to have errors that could be considered systematic and critical:

- There was a high rate of discrepancies in officer service records--an average of 5.5 per record.
- Two-thirds of the discrepancies found in officers' records are "missing pages." Missing pages are considered critical errors.
- The same discrepancies were noted at both centers.

Naval Reserve enlisted records did not contain errors that could be considered systematic and critical:

- There was a discrepancy rate of only .58 per service record at NRC Stockton, and 1.25 per service record at NRC Pacific Grove.
- Page 4 errors were the only errors found systematically at both centers.
- Only 8 percent of NRC Pacific Grove discrepancies were missing pages; 19 percent of NRC Stockton discrepancies were missing pages.

## 2. Question 2

2. Does the location of the record keeping activity make a difference in the number and type of errors and omissions found in service records?

- Officers' service records maintained at PERSUPPDET Treasure Island which is furthest from the Naval Reserve centers have the highest rate of errors.
- NRC Pacific Grove enlisted records maintained 6 miles away at PERSUPPDET Monterey have a higher rate of errors than enlisted records maintained at NRC Stockton.
- NRC Stockton enlisted records maintained on site have the lowest error rate.

## 3. Question 3

3. How well informed are officers and enlisted about the inaccuracies and deficiencies in their service records?

Naval Reserve officers knew what information and discrepancies were in their service records, but the Record keeping activity maintaining the service record determined what corrective action was taken:

- Officers appeared aware of discrepancies. Officers for the most part had attempted to correct inaccuracies.
- At NRC Stockton all officers attempted to correct incorrect information.
- More Stockton officers had attempted to correct incorrect information than NRC Pacific Grove.
- Corrections which may have been submitted by officers do not seem to occur.
- At NRC Pacific Grove, if officers were notified of discrepancies, they were notified by supervisors. However, at NRC Pacific Grove, for the most part, officers were not notified of these errors. Paperwork submitted as required does reach service record.
- NRC Stockton officers were notified of discrepancies by the Record keeping activity and supervisors.

-Both centers said if action had been taken, they had taken it themselves.

-Attempts to correct discrepancies did not seem to work.

Naval Reserve enlisted were aware of correct information in their service records, but unaware of discrepancies:

-Enlisted at both centers had a majority of correct information. At NRC Stockton, members had attempted to correct inaccurate information. Members at NRC Pacific Grove were not aware of inaccurate information.

-Most personnel at both centers were unaware of the discrepancies reported to them.

-Personnel at NRC Pacific Grove had not been notified of discrepancies but found out about them on their own.

-Majority of enlisted at NRC Pacific Grove felt no action had been taken.

-NRC Stockton enlisted either found out about the discrepancies on their own, or the station keeper PN informed them.

-NRC Stockton enlisted felt that the station keeper was taking action to correct discrepancies.

-More enlisted than officers knew of discrepancies not listed on review sheet. The discrepancies pertained to missing documents, particularly training documents.

#### 4. Question 4

4. What perceptions do reserve personnel have about the function and role of their service records and their responsibilities in maintaining those records?

Majority of Naval Reserve officers and enlisted understand the role of the service record and have definite perceptions about the problems with service records as these problems relate to them:

-Both officers and enlisted believed the role of the service record was for promotion, retirement and career planning.



- All officers felt that the biggest problems with their service record maintenance system was that the records are located too far away.
- Officers feel there is too much duplication of paperwork.
- The majority of enlisted responded that they had no complaints about service record or service records maintenance.
- Some enlisted at NRC Pacific Grove complained of lost documents and lost service records.
- Some NRC Stockton enlisted complained of a lack of time to review service record correctly.
- The few problems that were listed by respondents were of a critical nature. An example was incorrect date of rank for a LCDR.
- Majority of officers felt service records are not accessible.
- More members at NRC Pacific Grove than at NRC Stockton perceive the PASS/PERSUPPDET affecting them.
- A number of officers and enlisted at both centers do not understand the PASS concept.
- NRC Stockton officers review service records more often than officers at NRC Pacific Grove. NRC Pacific Grove officers complained that records were located too far away.
- The majority of enlisted personnel who are supervisors indicated they do not review service records any more often than once a year, and a great number seldom review them. The majority of NRC Pacific Grove felt the records were too far away and the majority of NRC Stockton felt there was no problem.
- Majority of officers and enlisted did not review their service record while on ACDUTRA last year. Reasons given were that the review was not offered or the records were too far away.
- Few officers review their records more than once a year; many seldom or never do so.



## B. CONCLUSIONS AND RECOMMENDATIONS

Any conclusions drawn about Question 1 (errors in service records) must be addressed separately for officers and enlisted because of differences in functions and submission procedures for their records. Concerning officers, the high rate of "critical" discrepancies indicates that their service records are not well maintained, perhaps due to difficulties in reaching the officers to obtain the required data and input forms. Although the sample in this research was limited, it is clear that the numbers of missing pages may warrant action to ensure more accurate maintenance of officers' records. Accordingly, it is recommended that revising the officers' service record to include less information and a more concise format be explored. This could be done with further study of officers' service records throughout the Navy.

Conversely, the review of enlisted service records found no evidence of systematic errors of a critical nature, and that no policy changes are necessary. It is recommended, however, that this conclusion be validated at other Reserve centers and record keeping activities.

The data concerning Question 2 leads to the conclusion that the location and accessibility of the record keeping does impact on officers; service records and the perceptions of the officers about them. From the assembled

evidence, a strong conclusion can be drawn that the officers do not review their records, or know of their contents, because of the distance from their drill sites to the record keeping activity. Thus, it is recommended that further study be conducted to determine the feasibility of moving officers' service records to sites closer to the Reserve centers and the Reserve officers.

Although the discrepancies found in their records appear to be of a critical nature, most officers were satisfied that their careers were not affected. This response, combined with the fact that permanent records are maintained in Washington, D.C., leads to the conclusion that there may be no real need for local officers' service records. This suggestion would require extensive study by a greater number of Navy sections, however.

The accuracy with which enlisted records were maintained at both centers negates the hypothesis that service records maintained "on site" would have fewer errors because of local technical assistance. In fact, the records at NRC Stockton were as accurate and complete as the service records maintained at PERSUPPDET Monterey. It can be concluded, therefore, that the expertise of the people who maintain the service records determines the quality of these records and in order to ensure that such quality is sustained, it is recommended that the content of Naval Reserve center PN/YN's responsibilities be examined to

determined the skills necessary to maintain "good" records. It also would be useful if the enlisted service records were periodically delivered to the centers and reviewed. This procedure deserves further consideration as an official PASS policy.

Concerning Question 3, it can be concluded that officers are normally aware of incorrect information and discrepancies in their service records, are notified of them, but either ignore the notification or are unsuccessful in their attempts to correct the errors. Again, the conclusion must be drawn that there is a need to explore and evaluate the function and the content of the officers' service records, either by further study or by higher authority.

Concerning enlisted members, it is clear that they are aware of the information in their service records, but are not aware of any possible discrepancies. Since the data reflected that there are not a great number of errors, it can be concluded that the service records for enlisted personnel are reviewed often enough. Further, most of the respondents felt they were being well serviced. Accordingly, there is no recommendation to change the system. It probably makes sense, however, to determine the perceptions of Naval Reserve enlisted at other centers.

From the data received concerning Question 4, it is concluded that the officers and enlisted in the Naval



Reserve have perceptions of the function and role of service records which are consistent with Navy policy. However, as measured by how often personnel review their service records, it is clear that problems exist for personnel in meeting their review responsibility. From the respondents' comments, it was ascertained that distance of records, and time to review them, were the reasons for not reviewing them regularly. For officers, the problem of accessibility of their service records, again, surfaced and reinforces the conclusion that there is a need to study the possibility of moving the officer service records. For enlisted personnel, the question of how accessible the records are when not collocated with the Reserve center appears to cause more problems for supervisors than for the members themselves. This conclusion reinforces the earlier recommendation to review the possibility of bringing the records to the Reserve centers on a periodic basis.

In summary, it is believed that this research program successfully highlighted several areas for management attention, and the need for broader research into the questions and problems associated with maintaining Naval Reserve service records.



## APPENDIX A

### SECTION III RESERVE OFFICER SERVICE RECORD MAINTENANCE

Ref: (a) MILPERSMAN

YES/NO

1. Have systems been established to maintain officer service records IAW ref (a) and current directive as follows:
  - ☐/ ☐ a. All officers have a current/valid Ready Reserve Agreement in record?
  - ☐/ ☐ b. Is page 2 verification and currency/witnessed/dated at least annually?
  - ☐/ ☐ c. Is the latest Annual Qualification Questionnaire (NAVPERS 1210/2) maintained in all officer service records?
  - ☐/ ☐ d. Is the Officer Qualification Questionnaire (CNAVRES 1301/4) being updated every two years on all selected reserve officers?
  - ☐/ ☐ e. Does the service record contain current Officer Photograph Submission Sheet (NAVPERS 1070.10)?
  - ☐/ ☐ f. Are copies of ACDUTRA orders with pay voucher filed in service record?
  - ☐/ ☐ g. Are diary entries being prepared in a timely manner as required by RESFIRST system?

## INACTIVE DUTY OFFICER SERVICE RECORD INDEX

LEFT SIDE (READ TOP TO BOTTOM)

- \_\_\_\_\_ Inactive duty Training Orders Termination/Cancellation/Modification (Latest on top); Mass Letter Modification; Officer Application/Orders for Inactive Duty Training (Waivers should be attached to Orders).
- \_\_\_\_\_ All Ready Reserve Transfer Request/Agreements (NAVPERS 1200/1); Letters of Acknowledgement; Status Letters from NMPC and Transfer Letters to and from the Ready Reserve.
- \_\_\_\_\_ Dependency Application of Emergency Data (NAVPERS 1070/602) (w/copy of SGLI Designation Form (VA-29-8286) attached). Date Signed: \_\_\_\_\_
- \_\_\_\_\_ Survivor Benefit Plan (If Applicable).
- \_\_\_\_\_ Reserve Appointment (Acceptance & Oath of Office); All Promotions.
- \_\_\_\_\_ Pay Entry Base Date; Statement of Service; Professional Service Data.
- \_\_\_\_\_ Security Clearance Information (Ensure source documents are destroyed). OPNAV Form 5520/20.
- \_\_\_\_\_ Copy of Armed Forces of the U.S. Report of Transfer or Discharge (DD214/214N) Any release from ACDU orders should be attached to DD214/214N; All TEMAC
- \_\_\_\_\_ Notification of Participation and Missed Drill Procedures (CNAVRES 1570/2).
- \_\_\_\_\_ Copies of Officer Correspondence (Such as Letter of Transmittal on Health Record (latest only); Uniform Allowance; Duty Assignments; Retirements, Retirement Point Information; Selection Board).
- \_\_\_\_\_ All ACDUTRA Orders w/Pay Voucher; TAD Orders to Drill with other Units; Multiple Address Orders; WET Orders.
- \_\_\_\_\_ Home of Record, if any.
- \_\_\_\_\_ Code of Conduct (Per Navy Regs, Art. 1122)
- \_\_\_\_\_ Application for Armed Forces ID Card (NAVPERS 5512/1) (Latest Only).  
Application for Uniformed Services Identification and Privilege Card (NAVPERS 5512/8), if any.
- \_\_\_\_\_ All correspondence pertaining to courses and schools completed; TAD Orders for schools and courses; Commendation Correspondence; Medal/Awards (Including Marksman Awards).
- \_\_\_\_\_ Administrative Remarks (NAVPERS 1070/613).
- \_\_\_\_\_ Service Record Verification (NAVPERS 1070/613).
- \_\_\_\_\_ Officer Photograph Submission Sheet (NAVPERS 1070/10).

INACTIVE DUTY - OFFICER SERVICE RECORD  
INDEX

RIGHT SIDE (READ TOP TO BOTTOM)

- \_\_\_\_\_ All copies of Annual Qualification Questionnaires (NAVPERS 1210)
- \_\_\_\_\_ Officer Qualification Questionnaire (CNAVRES 1301/4) (Latest Only)  
Date \_\_\_\_\_.
- \_\_\_\_\_ Officer Qualification Questionnaire (NAVPERS 1210/5) ( New Appointment  
Only).
- \_\_\_\_\_ Statement of Personal History (DD Form 398) Latest Only)
- \_\_\_\_\_ Qualification Letters (such as OOD, Watch Officer, Submarine Qualified,  
etc.) Change of Designator; NOBC Assignments.
- \_\_\_\_\_ Officer Biography Sheet (NAVPERS 5720/1) (Voluntary).

Initials/Date: \_\_\_\_\_

APPENDIX B

SECTION II

RESERVE ENLISTED SERVICE RECORD MAINTENANCE

Ref: (a) OPNAVINST 1000.23 Series  
(b) MILPERSMAN  
(c) PAYPERSMAN  
(d) SECNAVINST 1650.1 Series  
(e) BUPERSINST 5400.42 Series  
(f) CNAVRESINST 1001.1 Series

YES/NO

- \_\_\_/\_\_\_ 1. Is a service record check-out/check-in system utilized to strictly account for the location of any one record at all times IAW ref (a)?
- \_\_\_/\_\_\_ 2. a. Is a record of individuals authorized to check-out service records designated by Commanding Officers of serviced commands IAW ref (a)?
- \_\_\_/\_\_\_ b. Is this authorization in writing?
- \_\_\_/\_\_\_ 3. Do all service record entries reflect proper signatures and initials IAW ref (b)?
- \_\_\_/\_\_\_ 4. Are corrections to enlisted service records done IAW ref (b) and (c)?
- \_\_\_/\_\_\_ 5. a. Is a listing provided customer commands for personnel requiring annual evaluations IAW ref (a)?
- \_\_\_/\_\_\_ b. Are follow-up notifications done?
- \_\_\_/\_\_\_ 6. Is there a tickler system established for the award of the Naval Reserve Meritorious Service Medal & Armed Forces Reserve Medal for Selected Reservists IAW ref (d)?
- \_\_\_/\_\_\_ 7. Are Naval Reserve Enlisted Retirement Point Capture Forms (NRPC 1590/9's) being completed, until further notice, for each newly affiliated enlisted reservist with prior military service IAW ref (e)?
- \_\_\_/\_\_\_ 8. Are service records for Selected Reserve Enlisted Receipts (NEW ENLISTMENTS) being received within 5 working days after enlistment IAW ref (a)?
- \_\_\_/\_\_\_ a. Are service records complete, with all record pages for this enlistment and inclusive of record pages for prior naval service?
- \_\_\_/\_\_\_ b. For missing pages, is a copy of the request for missing pages provided with service record?



- \_\_\_/\_\_\_ 9. Is a standardized check list utilized for all types of receipts and transfers?
- \_\_\_/\_\_\_ 10. Are administrative procedures for the Naval Reserve Reenlistment/Extension Incentive Bonus Program followed IAW ref (e)?
- \_\_\_/\_\_\_ 11. Is there a procedure established for personnel assigned to the Reserve Services Branch to ensure familiarization with those articles pertaining to reserve personnel administration contained in ref (a)?
12. Enlisted Service Record Maintenance:
- a. Immediate Reenlistment Contract (NAVPERS 1070/60IRR).
- \_\_\_/\_\_\_ (1) Document properly completed (including full signatures where applicable) including special instructions contained in ref (c)?
- \_\_\_/\_\_\_ (2) Required remarks being entered in item #34 IAW ref (c)?
- b. Agreement to Extend Enlistment (NAVPERS 1070/621):
- \_\_\_/\_\_\_ (1) Documents properly executed/cancelled?
- \_\_\_/\_\_\_ (2) Are physical examinations conducted and documented just prior to or as near the operative date of the extension as practicable, regardless of the amount of the extension, as required by ref (b)?
- c. Record of Emergency Data (NAVPERS 1070/602 Part II):
- \_\_\_/\_\_\_ (1) Document properly prepared?
- \_\_\_/\_\_\_ (2) Is document being verified by service member upon reporting for ACDUTRA?
- d. Servicement's Group Life Insurance Election (VA 29-8286):
- \_\_\_/\_\_\_ (1) Is form completed correctly in compliance with directions on reverse of document?
- \_\_\_/\_\_\_ (2) If executed, is form filed directly beneath Record of Emergency Data (NAVPERS 1070/602)?
- \_\_\_/\_\_\_ (3) If executed, does date agree with date reflected on back of NAVPERS 1070/602 concerning Designation of SGLI on File?

- \_\_\_/\_\_\_
- e. Enlisted Classification Record (NAVPERS 1070/603):
- (1) Is there an established procedure to identify, request and follow-up in obtaining missing NAVPERS 1070/603's?
- \_\_\_/\_\_\_
- f. Navy Occupation/Training & Awards History (NAVPERS 1070/604):
- (1) Are only those navy courses for which completion is mandatory prior to taking the Navy-wide examination being entered in section #4, with all other courses being entered in section #9 and #13?
- \_\_\_/\_\_\_
- (2) Are NEC's entered on the last day of the accounting period represented by the report received, with rating prefix or the letter's "DG" if applicable?
- \_\_\_/\_\_\_
- (3) Are NAVPERS 1070/604's or NAVPERS 601-4's present in the service record for current enlistment and all previous enlistments?
- \_\_\_/\_\_\_
- If not, are procedures established to acquire applicable pages from service member or NMPC?
- g. History of Assignments (NAVPERS 1070/605):
- \_\_\_/\_\_\_
- (1) Is NAVPERS 1070/605 being properly maintained including special naval reserve entries as reflected in ref (b)?
- h. Record of Unauthorized Absence (NAVPERS 1070/606):
- \_\_\_/\_\_\_
- (1) Are NAVPERS 1070/606 being prepared for drilling reservists or reservists UA while in the performance of ACDUTRA?
- i. Court Memorandum (NAVPERS 1070/607):
- \_\_\_/\_\_\_
- (1) Are documents being prepared for ACDUTRA personnel?
- j. Enlisted Performance Record (NAVPERS 1070/609) (NAVMILPERSCOMNOTE 1070 of 3 AUG 83 until incorporated in ref (b)):
- \_\_\_/\_\_\_
- (1) Are new NAVPERS 1070/609's being maintained properly?
- \_\_\_/\_\_\_
- (2) Are original NAVPERS 1070/609 being retained and disposition made IAW ref (b)?

k. NAVPERS Form 1070/610:

\_\_\_/\_\_\_

(1) Do entries agree with NAVPERS 1070/604?

l. NAVPERS Form 1070/611:

\_\_\_/\_\_\_

(1) Are transfer and receipt entries properly entered?

\_\_\_/\_\_\_

(2) Do drills entered agree with Drill Muster Record (NP 1570/12)?

\_\_\_/\_\_\_

(3) Have ACDUTRA points been entered and recorded in proper blocks?

\_\_\_/\_\_\_

(4) Do ACDUTRA points agree with Disbursing Officer's endorsement on ACDUTRA orders?

\_\_\_/\_\_\_

(5) Have gratuitous points been entered?

\_\_\_/\_\_\_

(6) Do points earned agree with points credited?

\_\_\_/\_\_\_

(7) Are all NAVPERS 1070/611s from previous enlistments present in the current service record?

m. NAVPERS Form 1070/613:

\_\_\_/\_\_\_

(1) Is a current agreement to participate with assigned unit completed?

n. Service record left side:

\_\_\_/\_\_\_

(1) Has a NAVPERS 1326/2 or 14 been executed for assignment to a current unit?

\_\_\_/\_\_\_

(2) Has CNAVRES 1570/2 been signed and witnessed?

\_\_\_/\_\_\_

(3) Are copies of orders for all periods of ACDUTRA with Disbursing Officers' endorsements maintained for current enlistment?

\_\_\_/\_\_\_

(4) Are NAVPERS 1820/2s requested and received for all eligible members IAW ref (b)?

\_\_\_/\_\_\_

(5) Is data filed correctly beneath the Career Performance Data Separator (NAVPERS 1070/609s, evaluations, letter(s) of commendation, and DD Form 214s)?

\_\_\_/\_\_\_

o. Are computation schedules for establishing data eligible for transfer to standby reserve of the MOD "B" personnel CNAVRES 1306/1 being prepared upon affiliation and adjustments made when necessary?

APPENDIX C

NUMBER O \_\_\_\_\_ E \_\_\_\_\_

A. INFORMATION

ANNIVERSARY DATE

CLEARANCES AND DATE

\_\_\_\_\_  
DESIGNATOR

\_\_\_\_\_  
PAY ENTRY BASE DATE (PEBD)

\_\_\_\_\_  
RANK AND DATE OF RANK

\_\_\_\_\_  
HOME OF RECORD

B. DISCREPANCIES

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



APPENDIX D

NUMBER O \_\_\_\_\_ E \_\_\_\_\_

A. INFORMATION

ANNIVERSARY DATE

NEC'S

\_\_\_\_\_

\_\_\_\_\_

RECENT DRILL POINTS

COURSES THIS ENLISTMENT

\_\_\_\_\_

\_\_\_\_\_

RATE/RATING TIR

RE/ENLISTMENT DATE — # OF YEARS

\_\_\_\_\_

\_\_\_\_\_

EDUCATION

\_\_\_\_\_

B. DISCREPANCIES

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

APPENDIX E  
THESIS QUESTIONNAIRE

DANA NIELSEN

LCDR USN

MANPOWER CURRICULUM

NAVAL POSTGRADUATE SCHOOL


MEMBER'S NAME \_\_\_\_\_

NUMBER \_\_\_\_\_

THE INFORMATION REQUESTED IN THIS QUESTIONNAIRE IS NOT FOR PUBLICATION BY NAME OR SOCIAL SECURITY NUMBER. ALL THE INFORMATION WILL BE AGGREGATED AS A DATA BASE FOR MY THESIS WITHOUT THE USE OF NAMES. THE DATA BASE WILL NOT BE MAINTAINED FOR ANY OTHER PURPOSE AND THE THESIS ITSELF IS NOT FOR GENERAL PUBLICATION. THE RECORD REVIEW WILL BE DESTROYED OR RETURNED TO THE MEMBER OR THE RECORD HOLDING ACTIVITY.

I WOULD LIKE TO NOTE TWO THINGS. THE INFORMATION ON THIS QUESTIONNAIRE IS NOT ALL INCLUSIVE OF ANYTHING IN THE SERVICE RECORDS BUT IS ONLY TARGETED TO THOSE AREAS THAT MY THESIS COVERS. ALSO, PLEASE NOTE IF YOU KNOW THAT A DISCREPANCY IS NOT THERE AS STATED OR IF YOU KNOW IT HAS BEEN CORRECTED. I WILL REVIEW THESE BEFORE THEY ARE USED IN THE DATA BASE.

THANK YOU VERY MUCH FOR YOUR TIME AND HELP!!!!!!

  
DANA J. NIELSEN  
LCDR USN

APPENDIX E

NUMBER O \_\_\_\_\_ E \_\_\_\_\_

1) TO YOU, WHAT IS THE MOST IMPORTANT ROLE OF YOUR SERVICE RECORD (PLEASE CIRCLE ONLY ONE) ?

A) PROMOTION

F) EVALUATION MAINTENANCE

B) DECISIONS TO BE MADE ON  
ACDUTRA ASSIGNMENTS

G) LEGALITY--THE REQUIREMENT IN NAVY  
REGULATIONS

C) RETIREMENT--RECORD OF DRILL  
TIME AND ENTITLEMENTS

H) MY CAREER PLANNING

D) DRILL MUSTER RECORDS

I) OTHER \_\_\_\_\_

E) REVIEW BY SUPERVISORS \_\_\_\_\_

2) IS THE INFORMATION CONTAINED IN (A) OF THE PREVIOUS PAGE, ACCURATE AND CORRECT TO THE BEST OF YOUR KNOWLEDGE?

YES \_\_\_\_\_ NO \_\_\_\_\_

IF NO, PLEASE ANNOTATE BY THE INFORMATION IF YOU HAVE ATTEMPTED TO UPDATE THE INFORMATION AND WHEN.

3) WERE YOU AWARE OF THE DISCREPANCIES IN (B) ?

YES \_\_\_\_\_ NO \_\_\_\_\_

PLEASE CIRCLE THE DISCREPANCIES YOU HAVE BEEN NOTIFIED OF.

4) DID YOU RECEIVE NOTIFICATION OF DISCREPANCIES IN (A) OR (B), BY:

A) THE RECORD KEEPING ACTIVITY

C) STATION KEEPER (NRC) PN/YN/CIVILLIAN

B) YOUR IMMEDIATE SUPERVISOR

D) FOUND OUT ON YOUR OWN

E) OTHER \_\_\_\_\_

5) TO YOUR KNOWLEDGE, HAS ACTION BEEN TAKEN TO CORRECT THESE:

A) BY THE RECORD KEEPING ACTIVITY

C) BY YOUR IMMEDIATE SUPERVISOR

B) BY THE STATION KEEPER YN/PN/CIVILLIAN

D) BY YOU

E) OTHER \_\_\_\_\_

6) PLEASE LIST ANY MAJOR DISCREPANCIES YOU KNOW ARE NOT LISTED. PLEASE STATE IF YOU KNOW THAT ONE OF THESE IS NOT A DISCREPANCY.

NUMBER 0 \_\_\_\_\_ E \_\_\_\_\_

7) DID YOU REVIEW YOUR PERSONNEL RECORD WITH A PN/YN AS YOU WENT ON  
ACDUTRA LAST YEAR?

YES \_\_\_\_\_ NO \_\_\_\_\_

PLEASE STATE THE REASON FOR NOT REVIEWING:

A) DID NOT HAVE TIME

C) DID NOT THINK IT WAS IMPORTANT

B) REVIEW WAS NOT OFFERED

D) OTHER \_\_\_\_\_

8) DO YOU FEEL YOUR SERVICE RECORD IS EASILY ACCESSIBLE?

YES \_\_\_\_\_ NO \_\_\_\_\_

STATE WHY:

A) IT IS LOCATED NEARBY

D) IT IS NOT IMPORTANT TO ME

B) IT IS LOCATED TOO FAR AWAY

E) OTHER \_\_\_\_\_

C) IT IS OUT OF BOUNDS TO ME

9) HOW DO YOU FIND OUT ABOUT PERSONNEL CHANGES IN THE NAVY? (PLEASE CIRCLE  
AS MANY AS YOU USE.)

A) POW/POD

I) NAVAL RESERVIST NEWS

B) QUARTERS

J) PSD FLYER

C) WORD OF MOUTH

K) NRC FLYER

D) SIGNAL

L) OTHER \_\_\_\_\_

E) PERSPECTIVE/LINK

M) NOT REALLY WELL INFORMED

F) NAVY TIMES

G) READING NAVY MANUALS

H) BULLETIN BOARDS

10) PLEASE STATE WHICH NOBC/NEC'S YOU BELIEVE YOU CARRY.



NUMBER O \_\_\_\_\_ E \_\_\_\_\_

11) HOW OFTEN DO YOU REVIEW YOUR SERVICE RECORD?

- A) ONCE A QUARTER
- B) ONCE EVERY 6 MONTHS
- C) ONCE A YEAR
- D) SELDOM
- E) NEVER
- F) OTHER \_\_\_\_\_

12) WHAT DO YOU FEEL IS THE BIGGEST PROBLEM WITH THE NAVAL RESERVE SERVICE RECORD MAINTENANCE SYSTEM?

- A) NO COMPLAINTS
- B) RECORDS LOCATED TOO FAR AWAY—DIFFICULT TO REVIEW
- C) NOT ENOUGH TIME ON DRILL WEEKENDS TO REVIEW
- D) NOT ENOUGH TIME ON ACDUTRA TO REVIEW
- E) THE RECORD SYSTEM IS TOO DIFFICULT TO UNDERSTAND
- F) RESERVE RECORDS ARE TOO DIFFERENT FROM ACTIVE RECORDS
- G) NOT ENOUGH ACTIVE YN/PN'S UNDERSTAND RESERVE RECORDS
- H) OTHER \_\_\_\_\_

13) IN YOUR RESERVE CAREER, WHAT HAS BEEN THE BIGGEST COMPLAINT ABOUT THE MAINTENANCE OF YOUR SERVICE RECORD?

- A) NO COMPLAINT
- B) ALL THE RESPONSIBILITY TO UPKEEP THE RECORD IS MINE
- C) NO ONE WHO MAINTAINS MY RECORD SEEMS TO CARE
- D) THE RECORDS ARE MAINTAINED TOO FAR AWAY
- E) THE SYSTEM AND MAINTENANCE PROCEDURES HAVE CHANGED TOO MANY TIMES IN MY CAREER
- F) I DO NOT CONCERN MYSELF ABOUT MY SERVICE RECORD
- G) OTHER \_\_\_\_\_

NUMBER O \_\_\_\_\_ E \_\_\_\_\_

14) THE PERSUPDET/PASS CONCEPT EFFECTS ME:

A) NOT AT ALL

B) VERY LITTLE

C) SOME -- SOMETIMES TO MY BENEFIT AND SOMETIMES NOT TO MY BENEFIT

D) VERY MUCH -- TO MY BENEFIT

E) VERY MUCH -- NOT TO MY BENEFIT

PLEASE EXPLAIN (C), (D), OR (E).

15) THE FOLLOWING IS A RECENT ADDRESS USED FOR MAILING FOR YOU IN YOUR SERVICE RECORD? IS IT VALID?

YES \_\_\_\_\_ NO \_\_\_\_\_

COULD YOU BE REACHED HERE IN TIME OF MOBILIZATION?

YES \_\_\_\_\_ NO \_\_\_\_\_

16) HAS THERE BEEN ANY PROBLEM WITH YOUR SERVICE RECORD IN YOUR CAREER WHICH YOU FEEL EFFECTED YOUR CAREER IN THE NAVAL RESERVE? PLEASE STATE.

17) AS A NAVAL RESERVE SUPERVISOR, HOW OFTEN DO YOU TYPICALLY REVIEW SERVICE RECORDS OF PERSONNEL WHO WORK FOR YOU IN YOUR UNIT?

A) ONCE A MONTH

D) ONCE A YEAR

B) ONCE A QUARTER

E) NEVER

C) ONCE EVERY 6 MONTHS

F) OTHER \_\_\_\_\_

IF YOU DO REVIEW RECORDS WHAT IS THE BIGGEST PROBLEM OF ACCESS:

A) RECORD LOCATED TOO FAR AWAY

D) NONE

B) DON'T HAVE THE TIME TO REVIEW

E) OTHER \_\_\_\_\_

C) DON'T UNDERSTAND HOW TO READ SERVICE RECORDS

## APPENDIX F

NUMBER O \_\_\_\_\_ E \_\_\_\_\_

1) TO YOU, WHAT IS THE MOST IMPORTANT ROLE OF YOUR SERVICE RECORD (PLEASE CIRCLE ONLY ONE) ?

A) PROMOTION

F) EVALUATION MAINTNANCE

B) DECISIONS TO BE MADE ON  
ACDUTPA ASSIGNMENTS

G) LEGALITY--THE REQUIREMENT IN NAVY  
REGULATIONS

C) RETIREMENT--RECORD OF DRILL  
TIME AND ENTITLEMENTS

H) MY CAREER PLANNING

D) DRILL MUSTER RECORDS

I) OTHER \_\_\_\_\_

E) REVIEW BY SUPERVISORS \_\_\_\_\_

2) IS THE INFORMATION CONTAINED IN (A) OF THE PREVIOUS PAGE, ACCUPATE AND CORRECT TO THE BEST OF YOUR KNOWLEDGE?

YES \_\_\_\_\_ NO \_\_\_\_\_

IF NO, PLEASE ANNOTATE BY THE INFORMATION IF YOU HAVE ATTEMPTED TO UPDATE THE INFORMATION AND WHEN.

3) WERE YOU AWARE OF ANY DISCREPANCIES IN YOUR SERVICE RECORD?

YES \_\_\_\_\_ NO \_\_\_\_\_

4) DID YOU RECEIVE NOTIFICATION OF DISCREPANCIES

BY:

A) THE RECORD KEEPING ACTIVITY

C) STATION KEEPER (NRC) PN/YN/CIVILIAN

B) YOUR IMMEDIATE SUPERVISOR

D) FOUND OUT ON YOUR OWN

E) OTHER \_\_\_\_\_

5) TO YOUR KNOWLEDGE, HAS ACTION BEEN TAKEN TO CORRECT THESE:

A) BY THE RECORD KEEPING ACTIVITY

C) BY YOUR IMMEDIATE SUPERVISOR

B) BY THE STATION KEEPER YN/PN/CIVILIAN

D) BY YOU

E) OTHER \_\_\_\_\_

6) PLEASE LIST ANY MAJOR DISCREPANCIES YOU KNOW ARE NOT LISTED. PLEASE STATE IF YOU KNOW THAT ONE OF THESE IS NOT A DISREPNACY.

NUMBER O \_\_\_\_\_ E \_\_\_\_\_

7) DID YOU REVIEW YOUR PERSONNEL RECORD WITH A PN/YN AS YOU WENT ON  
ACOUTRA LAST YEAR?

YES \_\_\_\_\_ NO \_\_\_\_\_

PLEASE STATE THE REASON FOR NOT REVIEWING:

A) DID NOT HAVE TIME

C) DID NOT THINK IT WAS IMPORTANT

B) REVIEW WAS NOT OFFERED

D) OTHER \_\_\_\_\_

8) DO YOU FEEL YOUR SERVICE RECORD IS EASILY ACCESSIBLE?

YES \_\_\_\_\_ NO \_\_\_\_\_

STATE WHY:

A) IT IS LOCATED NEARBY

D) IT IS NOT IMPORTANT TO ME

B) IT IS LOCATED TOO FAR AWAY

E) OTHER \_\_\_\_\_

C) IT IS OUT OF BOUNDS TO ME

9) HOW DO YOU FIND OUT ABOUT PERSONNEL CHANGES IN THE NAVY? (PLEASE CIRCLE  
AS MANY AS YOU USE.)

A) POW/POD

I) NAVAL RESERVIST NEWS

B) QUARTERS

J) PSD FLYER

C) WORD OF MOUTH

K) NRC FLYER

D) SIGNAL

L) OTHER \_\_\_\_\_

E) PERSPECTIVE/LINK

M) NOT REALLY WELL INFORMED

F) NAVY TIMES

G) READING NAVY MANUALS

H) BULLETIN BOARDS

10) PLEASE STATE WHICH NOBC/NEC'S YOU BELIEVE YOU CARRY.



NUMBER O \_\_\_\_\_ E \_\_\_\_\_

11) HOW OFTEN DO YOU REVIEW YOUR SERVICE RECORD?

- A) ONCE A QUARTER
- B) ONCE EVERY 6 MONTHS
- C) ONCE A YEAR
- D) SELDOM
- E) NEVER
- F) OTHER \_\_\_\_\_

12) WHAT DO YOU FEEL IS THE BIGGEST PROBLEM WITH THE NAVAL RESERVE SERVICE RECORD MAINTENANCE SYSTEM?

- A) NO COMPLAINTS
- B) RECORDS LOCATED TOO FAR AWAY—DIFFICULT TO REVIEW
- C) NOT ENOUGH TIME ON DRILL WEEKENDS TO REVIEW
- D) NOT ENOUGH TIME ON ACDUTRA TO REVIEW
- E) THE RECORD SYSTEM IS TOO DIFFICULT TO UNDERSTAND
- F) RESERVE RECORDS ARE TOO DIFFERENT FROM ACTIVE RECORDS
- G) NOT ENOUGH ACTIVE YN/PN'S UNDERSTAND RESERVE RECORDS
- H) OTHER \_\_\_\_\_

13) IN YOUR RESERVE CAREER, WHAT HAS BEEN THE BIGGEST COMPLAINT ABOUT THE MAINTENANCE OF YOUR SERVICE RECORD?

- A) NO COMPLAINT
- B) ALL THE RESPONSIBILITY TO UPKEEP THE RECORD IS MINE
- C) NO ONE WHO MAINTAINS MY RECORD SEEMS TO CARE
- D) THE RECORDS ARE MAINTAINED TOO FAR AWAY
- E) THE SYSTEM AND MAINTENANCE PROCEDURES HAVE CHANGED TOO MANY TIMES IN MY CAREER
- F) I DO NOT CONCERN MYSELF ABOUT BY SERVICE RECORD
- G) OTHER \_\_\_\_\_

NUMBER O \_\_\_\_\_ E \_\_\_\_\_

14) THE PERSUPDET/PASS CONCEPT EFFECTS ME:

A) NOT AT ALL

B) VERY LITTLE

C) SOME -- SOMETIMES TO MY BENEFIT AND SOMETIMES NOT TO MY BENEFIT

D) VERY MUCH -- TO MY BENEFIT

E) VERY MUCH -- NOT TO MY BENEFIT

PLEASE EXPLAIN (C), (D), OR (E).

16) HAS THERE BEEN ANY PROBLEM WITH YOUR SERVICE RECORD IN YOUR CAREER WHICH YOU FEEL EFFECTED YOUR CAREER IN THE NAVAL RESERVE? PLEASE STATE.

17) AS A NAVAL RESERVE SUPERVISOR, HOW OFTEN DO YOU TYPICALLY REVIEW SERVICE RECORDS OF PERSONNEL WHO WORK FOR YOU IN YOUR UNIT?

A) ONCE A MONTH

D) ONCE A YEAR

B) ONCE A QUARTER

E) NEVER

C) ONCE EVERY 6 MONTHS

F) OTHER \_\_\_\_\_

IF YOU DO REVIEW RECORDS WHAT IS THE BIGGEST PROBLEM OF ACCESS:

A) RECORD LOCATED TOO FAR AWAY

D) NONE

B) DON'T HAVE THE TIME TO REVIEW

E) OTHER \_\_\_\_\_

C) DON'T UNDERSTAND HOW TO READ  
SERVICE RECORDS

## LIST OF REFERENCES

1. BUPERS II Instruction 5400.42E, Washington, D. C., U. S. Navy 1984.
2. COMNARESFOR Instruction 5400.17, Washington, D. C., U. S. Navy, 1984.
3. Griffin, Mary Claire, Record Management-A Modern Tool for Business
4. NAVPERS Manual 15642, Part I Inactive, Washington, D. C., U. S. Navy, 1984.

# INITIAL DISTRIBUTION LIST

	No. Copies
1. Defense Technical Information Center Cameron Station Alexandria, Virginia 22304-6145	2
2. Library Code 0142 Naval Postgraduate School Monterey, California 93943-5002	2
3. LCDR Dana Nielsen 8936 Valley View Birmingham, Alabama 35206	2
4. Personnel Support Detachment Naval Postgraduate School Monterey, California 93943-5007	1
5. Personnel Support Activity- San Francisco Bldg 1, Treasure Island San Francisco, California 94130	1
6. Dr. Kenneth J. Coffey, Code 54Cu Department of Administrative Sciences Naval Postgraduate School Monterey, California 93943-5000	2
7. Commanding Officer Naval Reserve Center 1352 Lighthouse Ave. Pacific Grove, California 93950-2097	1
8. Commanding Officer Naval Reserve Center Rough and Ready Island Stockton, California 95203-5000	1













DUDLEY KNOX LIBRARY  
NAVAL POSTGRADUATE SCHOOL  
MONTEREY, CALIFORNIA 93943-8002

219563

T Thesis

N5765

C.1

Nielsen

Evaluation of Naval  
Reserve personnel re-  
cords: an analysis of  
problem areas

20 SEP 88

3 2 6 5 5

20 MAY 91

3 6 8 4 0

219563

Thesis

N5765

c.1

Nielsen

Evaluation of Naval  
Reserve personnel re-  
cords: an analysis of  
problem areas

thesN5765

Evaluation of Naval Reserve personnel re



3 2768 000 67901 3

DUDLEY KNOX LIBRARY